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# USSR Report

HUMAN RESOURCES

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LABOR

BRIGADE FORM OF LABOR ORGANIZATION DETAILED

Goskomtrud Official Discusses Brigades

Moscow EKONOMICHESKAYA GAZETA in Russian No 3, Jan 84 p 10

[Article by L. A. Kostin, first deputy chairman of the USSR State Committee for Labor and Social Problems: "The Formation of Brigades"]

[Text] The development of brigade forms of labor organization and stimulation, to a significant degree, is conducive to the solution of the tasks set by the December (1983) Plenum of the CPSU Central Committee in regard to securing the further growth of production efficiency. In the decrees adopted not long ago by the Central Committee of the party, the USSR Council of Ministers, and the AUCCTU, the accumulated experience of brigade organization was generalized and ways of increasing the efficiency of their work were stipulated. Now it is very important to realize the possibilities existing here in the fullest and timely manner.

The Brigade--the Basic Object of Planning

A significant part of the workers in the national economy is already united in brigades. In industry, this amounts to more than 60 percent of the workers. Brigades have begun to play an important role in the matter of improving the organization of the enterprises and organizations, increasing labor productivity and production efficiency, and the involvement of workers in administration on a broad scale. The practical realization of many important provisions of the Law of the USSR on Labor Collectives and the Increase of Their Role in Administration is connected to a significant extent with the activity of brigades.

Work on the organization of brigades has taken on a broad scope in the enterprises of the automobile and shipbuilding industries, in the power engineering industry, in the drilling operations of the Ministry of Petroleum Industry, in the textile industry of the Russian Federation, in associations and enterprises of the Kaluga, Sverdlovsk and Dnepropetrovsk oblast. At the same time, in a number of industries the creation of brigades has a formal character and preference is being given to the quantitative aspect of the undertaking to the detriment of the qualitative aspect.

The transition to the brigade form of labor organization and pay yields a significant effect only if this work is realized after careful preliminary preparation. For this reason, the decree of the CPSU Central Committee provides that the creation of collectives of brigades must be realized on the basis of in-depth analysis, without unnecessary hurry, and with the execution of the necessary preliminary measures. Taking the special features of brigade labor into account, the system of planning and administration must be perfected, the necessary transformations in the production process, its organization and system of payment must be carried out. It is very important that, for every brigade (of course, where this is possible), isolated technological stages, units of articles, and completed operations are singled out.

The brigade must in fact become a basic object of planning. In the determination of multiple planning and accounting indicators for a plant, section, or brigade, it is very important to envisage the solution not only of economic, but also social questions, so as to make it possible for the final result of the work of the brigade to secure an increase in the significance and intellectual content of the work and to create the conditions for the reorganization of the wage system in accordance with the final result (more details about this in E[KONOMICHESKAYA] G[AZETA] No 51, 1983, pp 11-14).

#### The Preparation of Industrial Methods

Of course, in the work on the organization of brigades and the planning of their work there cannot be a pattern and single prescription for all. Here the specific character of the industry, the enterprise and the concrete type of production are of great significance. At the same time, the experience of many enterprises and organizations shows that there are also common directions of work with respect to the development and increase in the efficiency of brigade work. It is these directions to which above all the attention is directed in the decrees of the Central Committee of the party, the USSR Council of Ministers, and the AUCCTU.

The Ministry of Machine Building for Light and Food Industry and Household Appliances has developed and already adopted industry-level recommendations for the planning of the production plans for the brigades. The Ministry of the Shipbuilding Industry has developed industry-level methods for intra-plant planning of production in conditions of brigade labor organization. Similar recommendations will be prepared by all ministries in the near future. They must provide for bringing the plan to the brigade in the products list and in volume and the establishment, where this is possible, of a unified system of plan indicators for the plant, section, and brigade.

#### The Enlargement of Brigades

One of the most important directions in the development of collective forms of organization and stimulation of labor is the enlargement of the brigades, the creation of integrated and multiple work brigades. Today, for example, almost 65 percent of the brigades in industry have up to 10 people in number. Of course, it is exceedingly difficult to realize the advantages of collective work in such brigades.

The enlargement of brigades, the complication of the technical, economic, organizational and social tasks being solved by them, required a corresponding improvement in the administration of the collective and an increase in the level of its engineering support. For this reason, in a number of cases they have begun to entrust the leadership of the brigade to a foreman, who has begun to combine the functions of foreman and brigade leader. Brigades have appeared in whose staff, in addition to the foreman-brigade leader, other engineering and technical workers work as well. Taking into account the positive experience, we should aim at the creation of such brigades where this is expedient. With the organization of brigades, the controllability norms for the foreman, his rights and obligations must be changed. Proposals in regard to this question have already been developed.

#### According to Final Results

Very important for the realization of the advantages of collective labor is the improvement of its pay. We are talking above all about the transition to brigade work for a single order or an order-less system with pay according to final collective results and the distribution of wages with application of the coefficient of labor participation. Properly speaking, this is precisely in what the creation of the brigades of the new type consists, where the collective form of work is combined with a truly collective form of its pay, in contrast to many of the previously created brigades, which do not have such a combination.

But for the time being, only in half of the brigades is the wage made to depend on the final results and only in one-third of them the collective wage is distributed with the application of the coefficient of labor participation. The heading of brigades for the achievement of high final results is most successfully realized with the organization of brigade cost accounting, where the real wage of the brigade depends not only on the volume of production created by it, but also on the magnitude of the raw material, materials, and energy expended in the production process, i. e., truly on the final result, taking expenditures into account. Unfortunately, not everywhere do people devote the proper attention to the development of brigade cost accounting. For example, only 13 percent of the workers encompassed by the brigade form of labor organization in industry are working in cost accounting brigades.

#### Cost Accounting, the Brigade Contract

The development of cost accounting requires a great deal of preparatory work. It is necessary to develop, carry through and organize the calculation of cost accounting indicators for every brigade. Among these indicators are, besides the volume of production, labor productivity, production quality, the wage fund, and the norms for the expenditure of raw material and materials. In so doing, material responsibility is established, as well as material incentives for the fulfillment of these indicators. The indicators must be of the type on which the brigade can have a direct influence. The results of the activity of the brigade are reflected in its personal account.

The increase in production efficiency presupposes the accelerated introduction of brigade cost accounting. And the introduction of cost accounting must be begun even when one can calculate if only one or two types of raw material resources, on the magnitude of whose realization the brigade can have an influence. In the future we should strive to expand the calculation of expenditures in the determination of the wages of the brigade to all types of resources being utilized.

For the purpose of the broad development of brigade cost accounting in industry, the USSR State Committee for Labor and Social Problems and the AUCCTU not long ago approved appropriate recommendations (see E[KONOMICHESKAYA] G[AZETA], No 1, 1984, p 19). On their basis, provisions for brigade cost accounting must be developed in the enterprises.

As practice shows, the contract form of labor organization and pay, which is distinguished by the greatest simplicity and clearness of the link between the results of work and the dimensions of its pay, is an effective means which induces workers to find and to utilize all available reserves and the possibilities for raising labor productivity. The essence of the contract consists in the fact that a contract is concluded between the administration and the contract brigade, in accordance with which it is charged with the execution of a certain completed volume of work. The contract collective is given the necessary equipment, materials and a wage fund is established for it.

Contract collectives have proved themselves in construction, in automobile and maritime transportation, and in other branches of the economy. During the past years, the principles of the collective contract have begun to be increasingly widely applied in industry.

In agriculture, in plant-growing alone more than 100,000 brigades and links, or about one-fifth of the total number, are working on the basis of a collective contract--which, of course, is still completely inadequate. The task is set to bring the number of those working in accordance with this method to no less than 45-50 percent of the total number of employees in the kolkhozes and sovkhozes by the end of the five-year-plan. And although there are still many difficulties in the work of contract brigades, these collectives, which have at their disposal practically the same resources as ordinary brigades, produce an output per unit of area which, as a rule, is 10 to 12 percent greater and secure 15 to 30 percent higher labor productivity.

#### The Training of Brigade Leaders

In the year that has begun, all ministries, departments, enterprises and organizations are faced with a great deal of organizational work on the reorganization and increase of the efficiency of brigades.

It has been acknowledged as necessary to conduct in 1984 industry meetings and seminars of brigade leaders with the participation of party, economic, trade union and Komsomol workers in regard to the exchange of progressive experience and questions of the further development of collective forms of labor organization. In the course of their preparation, along with other questions, concrete questions advanced by Yu. V. Andropov at the December (1983) Plenum of

the CPSU Central Committee must be examined, which are of direct relevance to the work of brigades. They can and must play an important role in the increase of the coefficient of the shift system of the work of equipment, since the mastery of multiple professions, the interchangeability of the workers, the increase of their professional skill, and the collective interest open up new possibilities for the solution of this problem.

The absolute majority of brigades can set themselves, and successfully solve, the task--to attain a 1 percent above-plan increase in labor productivity and a 0.5 percent additional reduction in the cost of production (or expenditures).

To this end, further development must be obtained in socialist competition between brigades and the broad dissemination of various progressive undertakings. The ministries must without delay determine the base associations and enterprises for the development of the most efficient brigade forms of labor organization and pay, the solution of new questions advanced by life, as well as for the training of brigade leaders and specialists in advanced work experience.

The training of brigade leaders, the increase of their professional skill, the level of economic and political knowledge must be the subject of special attention. At present in industry alone more than 1.4 million brigade leaders are working. The CPSU Central Committee has set the task of organizing the continuous training of brigade leaders, of improving not only their professional skill, but also the level of their political and economic knowledge, of teaching the foundations of social pedagogy and psychology, and the mastery of the habits of work with people. During 1984-1985 we will have to increase the qualification of all brigade leaders.

The increase in the efficiency of the work of the brigades is the basis for the successful fulfillment of the plan for the economic and social development of the USSR for 1984 and the further strengthening of the power of our Fatherland.

#### Wages and Incentives Discussed

Moscow EKONOMICHESKAYA GAZETA in Russian No 4, Jan 84 pp 11-14

[Text] The activity of brigades must, as a rule, be based on a broad application of the principles of cost accounting with payment according to the final result and the distribution of wages with application of the coefficient of labor participation.

(From the decree of the CPSU Central Committee "On the Further Development and Increase in the Effectiveness of the Brigade Form of Labor Organization and Stimulation in Industry")

In the solution of the tasks set by the December (1983) Plenum of the CPSU Central Committee in regard to the increase of labor productivity and the fuller utilization of material resources, an important role is assigned to the development of brigade forms of labor organization and stimulation. In the collectives

which have gone over to this form of work, labor productivity and discipline are higher as a rule. Here the connection between his work contribution and his pay is more evident to every worker.

With the transition to the brigade form of labor organization and stimulation, there is an increase in the demands of the level of norm setting for labor. With the aid of norms, the tasks of the planning of the work volume and labor productivity are solved, the calculation of production capacities is carried out, wages are determined, and the activity of the brigade and the personal contribution of every one of its members to the achievement of the final result is assessed.

#### The Special Features of the Norm Setting for Labor in Brigades

For all work operations being carried out by a brigade, complex norms are calculated in conformity with the plan (task), which are established for the entire article or part of it (brigade complement) and individual kinds of work (operations) which are the final result for the brigade.

#### Comprehensive Norms

The comprehensive norm is determined on the basis of inter-industry and other technically-based norms, taking into account the fuller utilization of time attained as the result of the establishment of optimal interdependence among the workers. It can be equal to the sum of technically-based norms established for operations (work) or it may be less than it. These norms are utilized in the calculation of comprehensive valuations, norms for operations (work), for the planning of production, the placement of workers and organization of labor in brigades, as well as assessments of the change in labor-intensity when there is an improvement in the technological process and the design of an article.

A comprehensive norm is considered as technically based if it is calculated on the basis of single and standard norms (time, output, service); norms which are established by enterprises, taking into account inter-industry and industry norms of labor expenditures and other more progressive norms compared to those indicated.

Comprehensive, technically-based norms can also be established through methods of technical norm setting on the basis of the certification data on the productivity of equipment and the results of the analysis of the utilization of work time, taking into account the scientific organization of labor and production.

#### According to Standardized Tasks

In the brigade organization of the labor of workers and workers whose wages are based on a time rate, standardized tasks are established on the basis of inter-industry, industry and local norms and standards of time (service).

By a standardized task we mean an established volume of work, which the worker (brigade) must fulfill during a certain period of time (month, shift). They are utilized for the planning and calculation of the volume of work carried out by the brigade and of material and moral incentives.

A large amount of experience in regard to the transfer of repair personnel to work on standardized tasks has been accumulated in the Sumy Chemical Industry Production Association. Here a commission has been organized for the preparation of shops for the transfer to work in accordance with this method. Such commissions also operate in the shops themselves.

The shop commissions, jointly with the public bureau of norm setting, carried out photographic studies of the work day, studied the reasons for the losses of work time, developed organizational and technical measures providing for the creation of normal conditions for work, the timely provision of workers with materials, spare parts, tools, and the training of young workers. Such measures have also been composed for the association as a whole.

A statute has been elaborated in the association concerning bonus payments to workers who are working on standardized tasks. In accordance with it, workers are paid bonuses in the amount of 17 percent of the wage rate for the fulfillment of standardized tasks; 11 percent--for quality execution of the work; 1 percent--for every percent of overfulfillment of the standardized tasks. The latter indicator is introduced only in those sections where technically-based norms constitute no less than 96 percent.

A procedure for bringing standardized tasks to the brigade and a system for the calculation of their fulfillment have been established.

At present in the association, of 245 brigades 226, encompassing 2,000 people, are working on the basis of single orders and standardized tasks. This made it possible for the enterprise to significantly improve the organization of labor, the utilization of work time, secure more stable work of technical equipment, and increase the labor productivity of the workers of the main factories.

#### The Procedure and Stimulation of the Reconsideration of Norms

The brigade labor organization gives workers a great deal of scope for searching for reserves of production and participation in the reconsideration of output norms on their initiative. Such proposals are introduced by the workers, taking into account the opinion of the collective (council) of the brigade.

The movement for the reconsideration of norms began on the initiative of progressive workers in enterprises of the Rostov and Vladimiri oblasts. At the Murom Plant imeni Ordzhonikidze, the lathe operator A. I. Kurylev, Hero of Socialist Labor, came forth with a proposal concerning the reconsideration of norms. A clear procedure for the reconsideration of norms on the initiative of the workers developed at the Aksay Plant for Plastics of the Chemical Product Association. This procedure has become an integral part of the general system of the systematic improvement of labor.

The Law of the USSR on Labor Collectives grants great plenary powers to labor collectives in the sphere of norm setting and payment of labor.

From the Law of the USSR on Labor Collectives

Article 11. The plenary powers of labor collectives in the sphere of the organization, norm setting, and payment of labor.

Labor collectives:

Propose and carry out measures for the introduction of progressive forms of labor organization, which are conducive to the increase of its productivity, the fulfillment of the established plans with a smaller number of personnel, and the improvement of the utilization of work time;

take part in the solution of the utilization, in accordance with established procedure, of the savings in the wage fund obtained in the collective from the reduction of the number of personnel for the provision of incentives to workers carrying out a large volume of work in comparison with the effective norms (tasks);

participate in the development of proposals directed at the expansion of the application of technically-based norms of labor expenditures and the creation of the conditions for their fulfillment; introduce proposals for the improvement of the payment of labor, securing the conformity of the wages of every worker with the personal labor contribution, and strengthening its dependence on the final results of the work of the collective;

discuss and approve proposals for the improvement of bonus payments to workers and the granting of other payments and privileges at the expense of the material incentives fund;

carry out control of the application of the norms of labor and the conditions of its payment now in effect;

examine proposals of the Komsomol organizations concerning the creation of Komsomol-youth collectives and make their recommendations;

A certain procedure has been established for the reconsideration of norms. In conformity with the explanation of the USSR State Committee for Labor and Social Problems and the AUCCTU of 8 February 1980, it is expedient to utilize for these purposes no less than 50 percent of the wage fund economy obtained as a result of the reconsideration or the introduction of technically-based norms. The economy of the wage fund is calculated proceeding from the accounting volume of work which must be fulfilled by the workers initiating the reconsideration of norms, but for no more than 6 months.

For the purpose of strengthening the material incentive of workers in the reconsideration of norms, the material incentives fund is also used for their motivation.

The economy of the wage fund can be determined in accordance with the following formula:

a) for workers doing piece-work:

$$3 = (P^c - P^n) \times \pi^c \pm \pi^m,$$

where  $3$  is the economy, in rubles;

$P^c$  is the old estimate for a unit of production, in rubles;

$P^n$  is the new estimate, in rubles;

$\pi^c$  is the volume of production for the established period, in units;

$\pi^m$  is the change in expenditures for wages in connection with the change in the labor intensiveness of work in associated sections of production or with the increase (decrease) of bonus payments in accordance with the effective bonus provisions (for example, for the fulfillment and overfulfillment of technically-based norms), in rubles. In the presence of additional expenditures, this magnitude is calculated with a "minus" sign, in the presence of savings--with a "plus" sign;

b) for workers whose wages are based on a time rate

$$3 = 3^a - (3^m \pm \pi^m),$$

where  $3^a$  is the expenditure of the wages of workers whose wages are based on a time rate prior to the reduction in number, in rubles;

$3^m$  is the wages of workers whose wages are based on a time rate after the reduction of the number, in rubles.

The magnitude of the means allotted for the motivation of workers (in percentages of the economy of the wage fund) and the concrete dimensions of the one-time-only rewards, it is recommended, should be established in a differentiated manner, depending on the degree of the increase of the norms of output, as well as on how much lower the labor expenditures according to the new norms are than the labor expenditures provided for by the inter-industry, industry and other technically-based norms.

The distribution, among the workers, of the total sum of the one-time-only reward credited to the brigade is effected in conformity with the procedure for the distribution of wages for the results of the work of the entire collective which is operative in the brigade. In so doing, the initiators of the introduction and reconsideration of technically-based labor norms should be put in an advantageous position.

For workers who come forth repeatedly with the initiative for the reconsideration of norms in the course of a year or a number of years, it is recommended, if they are working in the same operations, to establish higher dimensions of incentive or to make use of other forms of material and moral incentive. When examining proposals concerning the repeated reconsideration of norms in the same operations (articles) in the course of one year, it is necessary to analyze carefully the degree of the tautness of the labor norms in these work operations.

At the Rybinsk Electrotechnical Plant the movement for the reconsideration of norms on the initiative of workers has been widely disseminated. Thus, the brigade of electroplaters of N. I. Kirsanova, in one of the operations, found possibilities of additional growth of labor productivity. At the request of this collective, the norms were increased by 11 percent. As a result, calculated per 6-month program, labor intensiveness was lowered by 402.6 norm hours.

The brigade was paid 10 percent of the bonuses from the economy of the wage fund.

The output norms grew by 16 percent, as the workers themselves desired, in the brigades of P. A. Toptygyna and G. N. Kolesova, working together in pressing and packing. The economic effect from the reduction of labor intensiveness for half a year came to more than 400 rubles.

In 1982 more than 200 workers of the plant submitted applications for the reconsideration of the norms. The labor intensity of production was lowered by 65,000 norm hours as a result.

In the Tallinn Electrotechnical Plant imeni M. I. Kalinina, output norms increased on the own initiative of 5 brigades. Fifteen thousand norm hours were economized. Labor productivity in the brigades increased on the average by 11.2 percent.

#### According to the Final Results of Work

The total wage of a brigade is calculated in accordance with the effective wage rates (salaries), labor norms, piece-rate estimates and provisions for the payment of work and bonus payments. In so doing, it is important to secure the combination of collective and personal material interest of the workers in the achievement of high final results, the increase of the productivity and quality of labor, and the economical utilization of material resources.

The credit of the entire wage (or part of it) to the brigade must, as a rule, be effected in accordance with a single order and on the basis of final (collective results) of work. Wages in accordance with complex or operational piece-rate estimates for all completed work operations are credited to the collective as a whole (and not to individual workers or their groups) and are distributed among them in accordance with the procedure established in the enterprise (brigade). In so doing the payment is carried out for the final results of work, that is on the basis of the last operation of the technological process that is executed by the brigade, but for the entire labor intensity effected for all operations, including the last one. This requirement is particularly important since it provides the possibility of turning over to the brigade the execution of some completed volume of work.

Such a volume of work may be the processing of several components which go into one assembly (brigade complement), assemblage of components, the assemblage and testing of subassemblies, etc., the transportation of all of the previously determined freight, and the output of finished production.

In specialized brigades, these are fully processed components based on intensified specialization.

Piece-rate payment is applied basically in combination with bonus payments for the fulfillment or overfulfillment of quantitative and qualitative indicators of the production plan (task) established for the brigade. The dimensions of the bonuses should be differentiated in accordance with the progressiveness of the labor norms being applied.

Table 1. Additional Payments for Professional Skill for Workers of Machine Building Enterprises

| Category<br>of<br>Workers              | Indicators  | Dimension of<br>Additional<br>Payment, in %<br>of Wage Rate<br>for Category |       |
|--|---|---|-------|
|  |   | II-III  | IV-VI |
| Production workers of basic production | Manufacture of products without rejects and defects through the fault of the workers and mastery  |   |       |
|  | 1--of not less than 70 percent of the operations in the brigade   | 4   | 4     |
|  | 2--of not less than 100 percent of the operations in the brigade  | 7   | 8     |
|  | 3--of not less than 50 percent of all operations in other production brigades of the section or 50 percent of the operations of the same name in the shop | 10  | 12    |

In case of the periodical payments of labor, the payment of bonuses is carried out for the quality and timely fulfillment of standardized tasks (norms of service, accepted standards of number).

The concrete indicators, the conditions and dimensions of bonus payments are established by the managers of enterprises on the basis of agreement with the committee of the trade union, taking into account the concrete production tasks.

In so doing, a unified approach to the organization of bonus payments to workers as well as engineering and technical personnel must be secured. In many enterprises, for example, one of the basic indicators for bonus payments to the brigade is the fulfillment of the products list established for the brigade in the plan.

#### Increases and Bonuses

In the organization of the motivation of labor in brigades, enterprises are making broad use of the right that has been granted to them to expend a part of the economy of the wage fund for the establishment of increases for highly-skilled workers engaged in especially responsible operations. These increases are established for workers and members of brigades upon representation of the collectives (councils) of brigades (in other cases--upon representation of the foreman) in stages (taking into account the uninterrupted length of service in the enterprise) on the scale of 4, 8, and 12 percent of the wage rate of the awarded category within the limits of the inter-category difference. Under conditions of brigades, the magnitude of increases is usually determined in accordance with the degree of the mastery of associated operations.

The table lists differentiated rates of pay for professional skill which are recommended in the dissemination of the experience of the Volga Automobile Plant imeni 50-letiye SSSR.

As is evident from the table, a worker engaged in basic production may claim the first level of the increases (4 percent) if he mastered 70 percent of all operations assigned to the brigade, the second level (7-8 percent)--if he mastered 100 percent of all operations, and the maximum increase of 12 percent if he mastered no less than 50 percent of all operations in other production brigades of the sector or 50 percent of the operations of the same name in the plant.

Additional payments for professional skill become a constantly operating stimulus which makes it possible to disclose more fully the potential possibilities of individual workers, to take into account the experience and work habits accumulated by them, and to provide incentive for the mastery of additional operations, the increase in the qualifications of cadres and young workers. In so doing, the criteria for the assessment of the level of professional skill among the various categories of workers and, consequently, their orientations as well are determined proceeding from the concrete conditions of production of one sort or another and from the requirements of the rational organization of work. For example, for workers in basic production, the quantity of associated operations mastered is such a criterion. The use of additional payments for professional skill makes it possible to bring into operation new reserves for the increase of labor productivity.

At the Volga Automobile Plant additional payments for professional skill have been newly established and increased for more than 7,000 workers.

Additional payments for the combination of professions are another type of material incentive of the growth of labor productivity.

For the combination of professions and the expansion of the zones of service, individual or all members of a brigade may be granted additional payments of up to 50 percent of their wage rate (salary) for their basic profession. For the establishment of these additional payments, all the savings of the wage fund may be used that are obtained as the result of the freeing of workers compared to inter-industry and industry norms of labor expenditures, as well as compared to local norms which exceed in terms of their level the inter-industry (industry) norms.

In the presence of the freeing of workers by comparison with the norms, whose tautness is lower than the inter-industry or industry norms, as well as by comparison with the actual number of workers in those work operations where norms have not yet been established, up to 70 percent of the savings of the wage fund may be directed for the combination of professions.

An important question of the development of the combination of professions in brigades is the correct substantiation of the rate of additional payments to their individual members. In this connection it is necessary to:

-- Determine precisely the limits (minimum level) of the utilization of working time for the basic work, in which the combination is economically expedient;

--develop an economically-based procedure for the differentiation of additional payments depending on the combination of different indicators, which in a comprehensive manner characterize the work processes both with respect to the basic and the combined professions. Such indicators, as the experience of the enterprises shows, are the level of utilization of the shift fund of working time for the basic work, the complexity of work being carried out, and the volume of combined work.

The payment of bonuses to brigades, as a rule, is carried out for the fulfillment of two to three indicators. Depending on the requirements of production, such indicators may be: The fulfillment of the established volume of work within the terms provided for by the plan (schedule) in the assigned products list (complete set); high quality of production (work); the reduction of labor and material expenditures and the reduction of accounting cost. In cost accounting brigades, bonus payments for savings are also being introduced.

Bonus payments for savings of raw material, materials, tools and other material values are effected on account of the savings obtained by the brigade by comparison with the norms of expenditures. With the agreement of the members of the brigade, the distribution of this bonus may be carried out with regard to the individual contribution of every worker to the collective results of the work.

In accordance with the effective provisions concerning the payment of bonuses for cost accounting brigades, material responsibility for the deterioration of cost accounting indicators is being established.

#### The Effectiveness of Contract Collectives

In industry, where this is dictated by the interests of production, the inclusion of engineering and technical personnel in the staff of contract collectives is practiced, which increases their responsibility and material interest in the attainment of high production results with minimal expenditures.

During 1984-1985 an experiment will be conducted in the associations, enterprises and organizations of Novosibirsk Oblast in regard to the use of the collective contract in sectors, shops and other structural subdivisions. The goal of the experiment is the increase of the efficiency of work by virtue of the introduction of the principles of the brigade contract in the collectives of sectors, shops and divisions.

The contract collective combines the entire personnel which directly secures the work of a given subdivision--of basic and auxiliary workers and specialists. The collective is managed with the participation of the council of the subdivision.

The production and management activity of a contract collective is carried out in accordance with the approved plan tasks (volume of production, growth of labor productivity or the reduction of labor intensiveness, quality of production, and economy of material expenditures). The relations with the administration are regulated by an agreement or by a corresponding planning and management document.

The formation of the means for the payment of the labor of the workers of the contract collective depends on the final results of the work on the basis of long-term norms of wages per unit of production. The collective is guaranteed the total sum of the wages for the fulfillment of the established volume of work within the assigned periods regardless of the number of workers with which this volume is fulfilled.

In the conduct of the experiment on the transfer of sectors, shops and other subdivisions to work in accordance with the method of the collective contract, it is envisaged:

To increase the collective interest of the workers, foremen, and other engineering and production personnel in the attainment of high final results of work and in the economy of all types of resources;

to stir into greater activity the work with respect to the increase of labor productivity, the introduction of advanced methods and modes, the improvement of the conditions of work, the more efficient utilization of the basic production funds by means of the systematic conduct of attestation, rationalization and modernization of work stations, and the mechanization of basic and auxiliary work operations;

to secure the further development of cost accounting, the development of a feeling of collectivism and a thrifty attitude toward socialist property, and an increase in the responsibility for the results of the work of the collective;

to create more favorable conditions for the efficient combination individual, collective and public interests.

In the agreement or the corresponding planning and management document are determined the obligations of the collective with respect to the production of the planned volume of output of the required quality and within the established period, the increase of labor productivity, the economy of material resources, the securing of high labor and production discipline, a thrifty attitude toward socialist property, and of the administration--with respect to the creation of all necessary organizational-technical and economic conditions for the successful fulfillment of the plan the contract brigade (with indication of the persons, divisions and services responsible for their supply).

Every case of the nonfulfillment of contract obligations must be examined by the management of the enterprise jointly with the trade union committee and with the participation of the council of the contract brigade for the adoption of the appropriate measures for the improvement of the work and the non-admission of violations in the future.

In large contract collectives brigades may be introduced which operate on the basis of provisions which are effective in the associations, enterprises and organizations.

The contract collective is headed by a foreman, the chief of a sector, shop or other corresponding supervisor. Simultaneously a council of the subdivision is created, whose membership includes:

The manager of the subdivision, the secretary of the party bureau (party organization), the chairman of the trade union bureau (trade union organization), the secretary of the Komsomol organization (Komsomol organization), the brigade leaders (the council of the brigade leaders of the shop), the most competent and highly-skilled workers and engineering and technical personnel.

The council of the contract collective, under the guidance of the administration, organizes the work with respect to the fulfillment of the established plan tasks and promotes the realization of measures directed toward the increase of production efficiency and the creation of a favorable moral and psychological climate.

#### The Planning of Work

Proceeding from the production plan of the association, enterprise, organization or their subdivisions (shops, divisions, etc.), the following are established for every contract collective:

Annual and monthly plans (targets) with respect to the volume of production (work, services) in the accepted indicators, which are developed on the basis of inter-industry, industry and other more progressive norms and standards (in so doing, enlarged norms of labor expenditures may be applied);

plans for the products list of the output being produced;

the tasks with respect to the growth of labor productivity (the reduction of the labor intensiveness of production);

indicators of production quality;

tasks with respect to the reduction of production cost as a whole or its individual elements;

the fund for the payment of labor, including the basic wage fund and the means for bonus payments to all workers of the subdivision;

norms for the expenditure of raw materials, semimanufactures, complementary articles, fuel, electric power, and other material resources per unit of production (volume of work) for those types of material and power expenditures, the expenditure of which is directly dependent on the activity of a given subdivision and is secured by reliable accounting.

The concrete enumeration of the indicators is determined by the manager of the association, enterprise or organization, proceeding from the tasks confronting a given contract collective.

The fund of basic wages of the contract collective is formed on the basis of the norm of the wage expenditures, which is established on a stable basis, as a

rule, for a year or for the period of the experiment, taking into account the tasks with respect to the growth of labor productivity (the reduction of the labor intensiveness of production), within the limits of the norms established for the association, enterprise, organization, or plan of work.

The norm is established proceeding from the effective norms of time (output) of workers doing piecework and piecework rates, as well as the wage rates of workers whose wages are based on a time rate and the salaries of engineering and technical personnel, figured per unit of production output, services, work operations (units, meters, tons, norm hours, rubles and others), taking into account the production targets established in the annual plan.

The means for the bonus payments to workers, engineering and technical personnel, and employees include sums for current bonus payments from the wage fund and the material incentive fund in accordance with the provisions in effect in the associations, enterprises and organizations with respect to the bonus payments and estimate of the expenditure of the material incentive fund.

The collectives of subdivisions are also given bonuses for the economy of raw material, materials, fuel, energy and other material resources in accordance with the enumeration set forth in conformity with the decree of the USSR Council of Ministers of 10 May 1982, No 386. Bonus payments for the economy of other material resources are made from the wage fund and the material incentive funds of the enterprises on a scale not exceeding 50 percent of the economy obtained.

#### The Distribution of Wages

The distribution of the wages among the workers of a contract collective is effected in accordance with the wage rate categories awarded to the workers, the salaries of the engineering and technical personnel, the time actually worked, and with regard to the individual contribution of every worker to the results of the labor collective by means of the use of the coefficient of work participation (KTU).

Upon the decision of the contract collective, taking into account the coefficient of work participation, all types of collective wages may be distributed, including the basic wage, bonuses, and savings of the wage fund obtained as a result of the freeing of workers.

The size of the bonus of individual workers may exceed the maximum rates established for a given industry (association, enterprise, organization), within the limits of the total sum of the means for the bonus payments to the contract collective which is credited in accordance with the provisions in effect in the associations, enterprises and organizations.

In those cases, where the composition of the subdivisions includes brigades, the wages of each one are determined in accordance with the indicators established for the brigade, proceeding from the norm of expenditures of wages established for the subdivision. The distribution of wages among the members of the brigade is made taking into account the individual contribution of every brigade member.

The brigade form of organization and payment of labor is also conducive to the stimulation of tutorship, the extension of assistance to those lagging behind and to young workers, and to the higher-quality training of the workers for production.

Thus, the decree of the USSR Council of Ministers and the AUCCTU "On Measures for the Further Development and Increase of the Effectiveness of the Brigade Form of Labor Organization and Stimulation in Industry" grants to production brigades in industry, which are paid on the basis of piecework, the right to increase the additional payments to apprentices above the rates established by the provisions in effect. The size of the increase of these additional payments is determined by the collective of the brigade, taking into account the contribution of the overall results of the work and within the limits of the piecework wage of the brigade. The work of the tutors is taken into account in the distribution of the wages of the entire brigade.

#### An Experiment of the Payment of Brigades in Design Offices

In the Ul'yanovsk Special Design Office for Heavy and Milling Machines, in accordance with the decree of the USSR State Committee for Labor and Social Problems and the AUCCTU of 29 December 1982, a new system of labor payment and bonus payments to workers for the final results of work is operating by way of an experiment.

The payment of the labor of the members of the design brigades of the office is made on the basis of orders and tasks, in which the final results of the work and the sum of the wages paid out for their execution are examined. This sum is established proceeding from the standard labor intensiveness of every work operation, being determined on the basis of the Model Norms of Time for the Development of Design Documentation, established by the decree of the USSR State Committee for Labor and Social Problems and the secretariat of the AUCCTU of 13 May 1982, No 109/6-59, and other progressive norms of labor expenditures, the salaries of workers taking part in its completion, in accordance with the staff schedule. A part of it (not less than 10 percent) is reserved for the encouragement of brigade workers for the fulfillment of the order-task and is paid out after turning over the completed work to the client.

The crediting of wages to every member of the brigade is effected in accordance with the coefficient of work participation (KTU) in the fulfillment of the order-task, proceeding from the personal contribution to the solution of the tasks that have been set, the difficulty of the work completed, and the quality and efficiency of labor. The coefficients of work participation are established upon the decision of the general assembly of the brigade in the procedure approved by the administration by agreement with the trade union committee.

In case of the execution, by the brigade, of the approved schedule with the calculated quantity, the minimum size of the wage of every worker cannot be lower than the salary established for him in accordance with the staff schedule, taking into account the time actually worked, with the exception of cases provided for by effective legislation (in the presence of the nonfulfillment of output norms, waste and idle time due to the fault of the worker).

The means which remain after payment in the form of an advance are paid to the workers, who have taken part in the execution of the orders-tasks, on condition that the envisaged results have been achieved ahead of schedule or within the established period with a smaller number.

The distribution of these means is effected proceeding from the coefficient of work participation established for the period of the participation of the worker in the execution of a given order-task as a whole. The magnitude of the coefficient is calculated taking into account the individual labor productivity and quality of the work being carried out, creative abilities and professional skill, activeness and public work.

In the determination of the coefficient of work participation, special significance is given to the character of the proposed technical solutions.

The coefficient of work participation declines in the presence of lagging behind the general rhythm of the work of the brigade, failure to observe the requirements in regard to the quality of the work being carried out, and the violation of labor discipline. Loafers and violators of the public order are deprived of the right to take part in the distribution of extra piecework earnings.

The coefficients of work participation are established monthly by decision of the council of the brigade on recommendation of the chiefs of sectors (brigade leaders) and are set down in the protocol, with which all members of the brigade become familiar. In so doing, the brigade leader reports the data of the operational account kept by him concerning the volume of work performed by every member of the brigade and its quality. The coefficient of work participation is established by the chief of the department by agreement with the trade union group organizer and is approved by the council of the brigade.

The magnitude of the coefficient of work participation is envisaged within the limits of 0 to 2. When the coefficient is equal to 0, the worker is excluded from the distribution of the extra piecework earnings and bonuses. The usual range of coefficients of work participation is from 1 to 1.85, although in some cases they range from 0.6 to 0.8. The additional earnings of the worker in percentages of his wage rate fluctuates within sufficiently broad limits--from 5 to 40 percent.

The managers of design brigades from among the leading designers, the designers of the first category, and the leading engineers are granted additional pay for the management of the brigade in the amount of up to 10-15 percent of their salary. The additional payment is made on condition that the monthly norm targets established for the brigade are fulfilled.

By agreement with the trade union committee, the chief of the office--on condition of the fulfillment of the long-term plan of work--is allowed to direct a part of the savings into the material incentive fund, as well as to undertake the additional payment of bonuses to leading workers and specialists for the reduction of labor intensiveness and the reduction of the periods of conducting the work above the bonuses. However, the size of these bonuses must not exceed, for one worker, the limits established by the effective legislation on bonus payments for the creation and introduction of new technology.

## The Distribution of Collective Wages

The distribution of collective wages and the determination of the personal contribution of workers to the overall results constitute a most important problem of the brigade organization of labor. Not only the efficiency of the work of a collective, but frequently also the existence of the brigade depend on the extent to which every member of the collective has a material interest in the work of the brigade and on the extent to which the determination of the personal contribution of the worker is approached fairly and correctly.

The basis of the payment of work in the brigade, as has already been said, are the overall final results of the activity of the collective. Moreover, it is determined beforehand what elements of the wage may be included in the general wage, and which must be credited personally to every worker.

In accordance with the Model Statute on the Production Brigade, the Brigade Leader, the Council of the Brigade, and the Council of Brigade Leaders, the distribution of the collective wage among the members of the brigade is effected taking into account the wage category awarded to the workers and the time actually worked. For the purpose of a more complete calculation of the individual contribution of every worker to the results of the collective work of the brigade, upon the decision of its general assembly, as has already been noted, the coefficients of work participation (KTU) may be applied.

The coefficient of work participation represents a generalized quantitative assessment of the real contribution of every worker of the brigade to the results of its collective labor, depending on individual productivity and quality of work. In the establishment of the coefficient of work participation, it is recommended to take into account the actual combination of professions and the expansion of the service zones, the execution of more difficult work operations and the work of absent worker, assistance in work to other members of the brigade, the observance of labor discipline, and other factors.

Taking into account the coefficient of work organization, the following may be distributed: Extra piecework earnings, all types of collective bonuses and material incentives, the savings of the wage fund obtained as the result of the freeing of personnel and not used for additional payment for the combination of professions, the expansion of service zones and the increase in the volume of work being turned out, the one-time compensation for the revision of the norms at the initiative of the brigade, and other forms of collective payment.

The procedure for the determination and application of the coefficient of work participation is established for the brigade in accordance with the provision in effect in the enterprise, which is approved by the manager of the enterprise by agreement with the plant committee of the trade union.

It is recommended that 1 be used as a base coefficient of work participation for every member of the brigade.

The actual coefficient of work participation for every member of the brigade is established by the collective (council) of the brigade equal to the base coef-

ficient, or larger or smaller than it, depending on the individual real contribution of the worker to the overall results.

The practice of the application of the coefficient of work participation shows that it is expedient to determine this contribution on a monthly (daily) basis. Interesting experience in this matter has been accumulated by the Kaluga Radio Tube Plant, the Ufa Motor Construction Production Association, the Sverdlovsk Plant for Pneumatic Construction Machinery, and the L'vov Kineskop [Picture Tube] Production Association.

It is important that in brigades working on a common job authorization the calculation of the individual output and the quality of the work being turned out is well adjusted, i. e., those basic indicators which characterize the participation of every worker in the collective work.

#### The Experience of the Altay Workers

Individual labor productivity is assessed, as a rule, on the basis of objective indicators, based on inter-industry, industry and other more progressive norms of time and service. These indicators are selected taking into account the special features of the industry and the type of brigade. Thus, in the integrated multiple-skill brigade of P. K. Sharapova of the Altay Plant for Tractor Electrical Equipment, 24 people are working. On the basis of a monthly plan, a daily standardized task is calculated, which is brought to every member of the brigade. The payment of the work of the brigade is effected on the basis of the common job authorization for the final result. The distribution of the extra piecework earnings and bonuses is carried out in accordance with the coefficient of work participation (KTU).

A standardized task is established for every technological operation and reflects the average attained output in the course of a shift in a certain quantity of parts. When the parts are manufactured above or below the established standardized task, the coefficient of work participation correspondingly increases or decreases. This method makes it possible to make an effective assessment of the individual labor productivity of every worker.

The common job authorization is accompanied by a daily brigade table indicating the names of the workers, the number of hours they have worked, and the coefficient of work participation. The authorization is sent to the computer center, and on the next day the collective receives the data on the wages of every worker and the fulfillment of the task by the brigade.

#### Example of the Distribution of Collective Wages

##### Initial Data

|  |                 |
|--|-----------------|
| Total sum of wages of the brigade for a month including: | 1,831.50 rubles |
| --Wages according to the wage rate schedule              | 1,098.00 rubles |
| --extra piecework earnings of the brigade                | 164.70 rubles   |
| --sum of the increase of the piecework rates up to       |                 |

|   |                |
|---|----------------|
| 20 percent for work according to norms calculated on the basis of inter-industry and industry norms of labor expenditures | 189.40 rubles  |
| --bonuses in accordance with the effective provision  | 379.40 rubles. |

In connection with the fact that the categories of the workers and the time actually worked by them are different, the crediting of wages takes into account the wage rate wages of every worker.

#### The Consistency of Calculation

1. The wage rate wage is determined for every brigade member for which the hourly wage rate of the worker increases by the time actually worked by him.
2. The accounting magnitudes are determined which are being used for the distribution of the extra piecework earnings and bonuses. For this the wage rate wage of every worker (column 7) increases by the magnitude of the coefficient of work participation established for him in a given month (column 8). The results obtained in column 11 are totalled. In the given example, the sum of the products of the wage rate wages and the coefficients of work participation comes to 1,109.52 rubles.
3. The magnitude of the extra piecework earnings is determined (including the increase of the piecework rates up to 20 percent for work in accordance with technically substantiated norms calculated on the basis of inter-industry and industry norms of labor expenditures) and the bonus which falls to the share of a unit of the sum of the accounting magnitudes:

$$733.50 \text{ rubles} ./ 1,109.52 \text{ rubles} = 0.661.$$

4. The extra piecework earnings are determined (including the increase of the piecework rates up to 20 percent for work in accordance with technically substantiated norms) and the bonus credited to every worker. For this, the result obtained in the preceding point (point 3) increases by the accounting magnitude that is being used for the determination of the extra piecework earnings (including the increase of the piecework rates up to 20 percent for work in accordance with technically substantiated norms) and the bonus:

$$\text{column 12} = 0.661 \times \text{column 11}.$$

5. By totalling the wage rate wages of the worker and the extra piecework earnings credited to him (including the increase of the piecework rates up to 20 percent for work in accordance with technically substantiated norms) and the bonus the wage of every worker for the accounting period is determined:

$$\text{column 13} = \text{column 7} + \text{column 12}.$$

The results of the calculation are cited in the table.

When brigades are created from workers with different skill and labor productivity in terms of the individual enterprises, a coefficient (K) may be calculated

Table 2. The Calculation of Wages for Brigade Members in the Presence of the Establishment of the Coefficient of Work Participation for Extra Piecework Earnings and Bonus

| Н/П<br>(2) | Фамилия, имя, отчество членов бригады<br>(3) | Профессия<br>(4) |                   | Разряда рабочего<br>(5) | Часовая тарифная ставка (коп.)<br>(6) | Отработанное время (час.)<br>(7) | Тарифная ставка за отработанное время (руб. коп.)<br>(8) | НТУ<br>(9) | Сдельный приработка, включая увеличение за выполнение установленных расценок, в том числе за работу "Г" (руб. коп.)<br>(10) | Премия (руб. коп.)<br>(11) | Расчетная тарифная ставка с учетом НТУ (руб. коп.)<br>(12) | Сдельный приработка, плюс премия (руб. коп.)<br>(13) | Максимальная зарплата (руб. коп.)<br>(14) |
|------------|--|------------------|-------------------|-------------------------|---------------------------------------|----------------------------------|--|------------|---|----------------------------|--|--|---|
|            |  | 1                | 2                 |                         |                                       |                                  |  |            |   |                            |  |  |   |
| 15.        | Бубнов Г. Г.                                 | (26)             | Токарь            | 6                       | 86.3                                  | 160                              | 144.98   | 1.5        |   | 217.47                     | 143.75   | 288.73   |   |
| 16.        | Козлов В. В.                                 | (26)             | Токарь            | 6                       | 86.3                                  | 144                              | 124.27   | 0.9        |   | 111.84                     | 73.96  | 189.23   |   |
| 17.        | Богданов Н. Г.                               | (26)             | Токарь            | 5                       | 75.4                                  | 160                              | 126.67   | 1.2        |   | 152.00                     | 100.48   | 237.15   |   |
| 18.        | Романов В. Г.                                | (27)             | Токарь-расчистщик | 5                       | 75.4                                  | 160                              | 126.67   | 0.5        |   | 63.33                      | 41.87  | 108.54   |   |
| 19.        | Юрков Г. С.                                  | (26)             | Токарь            | 4                       | 67.0                                  | 160                              | 107.20   | 1.0        |   | 107.20                     | 70.88  | 178.08   |   |
| 20.        | Попов В. Т.                                  | (26)             | Токарь            | 4                       | 67.0                                  | 128                              | 85.76  | 0.8        |   | 68.60                      | 45.36  | 133.12   |   |
| 21.        | Русаков С. И.                                | (27)             | Токарь-расчистщик | 3                       | 60.6                                  | 152                              | 93.11  | 1.0        |   | 93.11                      | 60.00  | 153.01   |   |
| 22.        | Иванин А. Н.                                 | (28)             | Фрезеровщик       | 4                       | 67.0                                  | 144                              | 96.48  | 1.3        |   | 125.42                     | 83.91  | 179.30   |   |
| 23.        | Шатров К. П.                                 | (29)             | Строгальщик       | 3                       | 60.6                                  | 160                              | 101.00   | 0.6        |   | 61.68                      | 46.37  | 148.17   |   |
| 24.        | Фадеев А. Я.                                 | (29)             | Строгальщик       | 3                       | 64.8                                  | 160                              | 92.96  | 1.2        |   | 118.47                     | 73.82  | 168.00   |   |
| 25.        | Всего по бригаде                             |                  |                   |                         |                                       |                                  | 1000.00  | 284.10     | 370.00  | 1109.98                    | 723.50   | 1831.50  |   |

Key:

1. Nos.
2. In Order
3. Last Name, First Name, and Patronymic of Brigade Members
4. Profession
5. Category of the Worker
6. Hourly Wage Rates (Kopecks)
7. Time Worked (Hours)
8. Wage Rate Wages for Time Worked (Rubles, Kopecks)
9. Coefficient of Work Participation
10. Extra Piecework Earnings, Including the Increase of Piecework Rates Up to 20 Percent for Work in Accordance With Technically Substantiated Norms (Rubles, Kopecks)
11. Bonus (Rubles, Kopecks)
12. Calculated Wage Rate Wages Taking Into Account the Coefficient of Work Participation (Rubles, Kopecks)
13. Extra Piecework Earnings Plus Bonus (Rubles, Kopecks)
14. Monthly Wage (Rubles, Kopecks)
15. Bubnov, G. G.
16. Kozlov, V. V.
17. Bogdanov, N. G.
18. Romanov, V. G.
19. Yurkov, G. S.
20. Popov, V. T.
21. Rusakov, S. I.
22. Ivanin, A. N.
23. Shatrov, K. P.
24. Fadeev, A. Ya.
25. Total for the brigade
26. Lathe operator
27. Lathe operator-cutter
28. Milling-machine operator
29. Planer

for every worker, reflecting the level of his wage, which has developed during the preceding period (3-6 months). The magnitude of this "K" is determined as the quotient from the division by 100 average monthly wages without regard to

payments (additional payments for work during night and overtime hours, increases for professional skill, etc.). In actual fact, the coefficient of work participation is set for the worker equal to, or larger or smaller than "K", depending on the individual labor contribution to the overall results in conformity with the factors and their significance envisaged by the provision concerning the distribution of the total brigade wage.

Disagreements which arise in some cases with respect to the application of the coefficient of work participation are solved at the general assembly of the brigade members, and in the case of non-agreement with its decision--in accordance with the procedure established by labor legislation.

The minimum size of the wage of brigade members may not be lower than the size set for them by the wage rate for the time worked, with the exception of cases envisaged by labor legislation (in the case of the non-fulfillment of the output norms, production waste, and idle time due to the fault of the worker).

#### Experience of the Use of the Coefficient of Work Participation

In various sectors of the national economy a great deal of experience has been accumulated in regard to the use of the coefficient of work participation with distribution of the general brigade wages.

The regular session of the council of the integrated brigade of the third sector of the Val'kumey Mine (Magadan Oblast) took place according to the usual scheme. Brigade leader G. G. Sin'kov read out the name of the worker and gave a short characterization and assessment of his work in the course of the month. Among the basic indicators--fulfillment of plan targets and socialist obligations--the observance of labor and production discipline was also mentioned. And here the brigade leader proposed the preliminary magnitude of the coefficient of work participation.

The members of the brigade council listened attentively to Georgiy Grigor'evich. You know, any inaccuracy can lead to the loss of objectivity and at the same time to moral and material losses for the worker. For this reason, all details were carefully discussed and every trifle was taken into account before the final voting.

When G. G. Sin'kov introduced a motion to propose the coefficient of 0.9 for the breakage face mine worker V. Ya. Zavidnyak, silence fell over the meeting. It was broken by one of the best workers of the brigade, the usually taciturn Nikolay Dmitriyevich Krivorotov.

"How is that?" he wondered, "Vasiliy did not drill bad at all, he fulfilled the technical norms to the extent of 110 percent, and all of a sudden a reduction by one-tenth. . ."

"Completely correct," explained the brigade leader. He worked a great deal, but the quality of the drilling was poor, and as a result--the low coefficient of bore-hole utilization.

Again and again the numbers were weighed that were put forth for every shift during the course of the month, the accuracy of the implementation of the supply authorizations was verified, and, finally, the final indicator of the work of the miner was determined. 0.95--this is how the coefficient of his work participation was assessed.

Nothing remains outside the field of vision of the members of the brigade council. And for this reason the authority of this public organ is strong in the collective, the organ to which it has entrusted the distribution of wages in accordance with the individual contribution of every worker.

The coefficient of work participation has become the measure in the assessment of the contribution of every brigade member. Moreover, it must be stipulated that the entire wage is distributed on the basis of the coefficient of work participation. At first some people feared that this may harm the interests of the workers, but the parameters adopted--from 0.8 to 1.2--as the calculations have shown, do not affect the wage rates even with the maximum reduction of the value of the coefficient of work participation.

Provisions for the use of the coefficient of work participation were developed at the mine. According to them, the coefficient of work participation is reduced in cases of the non-fulfillment of the production task and output norms, waste causing alterations and additional labor expenditures. In these cases, as well as in the case of violations of labor discipline--loafing, being late, leaving from work early, the brigade council has the right to lower the coefficient of work participation to 0.8. Reduction of the coefficient of work participation is envisaged for failure to implement the orders of the brigade leader and the technical personnel and for violation of the rules of the operation of technical apparatus and equipment.

At the same time, for the achievement of the highest productivity and the manifestation of initiative and shrewdness, the coefficient of work participation may be increased up to 1.2. High quality of work, the combination of professions, the transmittal of experience to the young workers, and the expansion of the service zone serve as a basis for the establishment of the coefficient of work participation up to 1.1.

In 1982, during 9 months of the work of the collective, the coefficient decreased in 19 cases and increased in 6 cases. These figures characterize the strict approach of the members of the brigade council. On the average, the reduction of the coefficient of work participation by 0.1 percent (taking into account the rayon coefficient and the northern increases) comes to an appreciable sum--approximately 80 rubles. In spite of this, not a single conflict arose in the brigade, no one among the workers had doubts about the objectivity of the assessment of his work.

What is more, it is precisely the use of the coefficient which is conducive to the establishment of conditions of great responsibility, mutual support and strictness. The coefficient of work participation disciplines the collective and at the same time strengthens the friendship among the workers.

The Panevezhis Construction Trust was one of the first in the republic to begin using the coefficient of work participation (KTU).

On the basis of calculations a base coefficient equal to 1.0 is taken. As the base is put down the work of construction workers who make rational use of working time, fulfill the tasks, observing technical conditions and norms, and conscientiously follow the instructions of the foreman and brigade leader, and do not violate production and labor discipline, as well as the rules of safety procedures. For creativeness and initiative, increments are added to the base coefficient, for violations deductions are made from the base of 1. In all, the coefficient of work participation cannot be higher than 1.5 and lower than 0.

Thus, for the completion of tasks ahead of schedule, utilizing advanced production methods, the coefficient of work participation is increased by 0.1, for high quality--by 0.2, and for the completion of difficult and responsible operations--by 0.1. And here, so to speak, is the scale of punishment. For every case of waste due to the fault of the worker, the coefficient of work participation is reduced by 0.2, for the incorrect operation of equipment causing idling of the brigade--by 0.15, for the spoiling of materials, inventory and overalls--by 0.1, and the coefficient of work participation is decreased by as much for failure to observe the rules of safety procedures.

One of the main aspects in the use of the coefficient of work participation is the social aspect. It consists in the fact that the member of the collective who distinguished himself or committed an offense is discussed, encouraged and punished by his comrades, with whom he is working side by side and who, seeing every step he takes, can assess what has been done in terms of merits. The truth spoken openly and to a person's face has great educational value.

As a rule, the comrades on the job extend a hand of assistance in time to those who have deviated. In so doing, democratic principles are strictly observed and the possibility of bureaucratism is excluded. During the 10 years, during which the coefficient of work administration has been applied in the trust, there have been cases when the brigades have even decreased it for the brigade leaders and did not agree (entirely on the basis of good arguments) to decrease it for workers on the insistence of the administration.

The introduction of the coefficient of work participation in the trust and the constant improvement of the method of its use have proved to be an important influence on the improvement of the work of the trust. During recent years, all projects put into operation by the trust have received the assessment of "good" or "excellent". The plans are constantly overfulfilled in terms of the basic indicators. During the years of the 10th Five-Year-Plan labor productivity has increased by 26.5 percent, and during the two years of the 11th Five-Year-Plan--by 21.4 percent.

Now, in the light of the decisions of the December (1983) Plenum of the CPSU Central Committee, the collectives of many brigades have actively joined in the search for production reserves and are setting themselves the task: To attain an above-plan increase of labor productivity of 1 percent and an additional reduction in production cost (or expenditures) of 0.5 percent.

The brigades can and must make their important contribution to the increase in the efficiency of production and the execution of the decisions of the December Plenum of the CPSU Central Committee and promote the successful fulfillment, by the labor collectives, of the plan tasks and socialist obligations for 1984 and the five-year-plan as a whole.

#### Educational Role of Brigade

Moscow EKONOMICHESKAYA GAZETA in Russian No 10, Mar 84, pp 11-14

##### [Text] The Brigade--the Collective Educator

In contemporary conditions, one of the directions of increasing the efficiency of the work of enterprises and the broad involvement of the workers in the administration of production and education is the brigade form of labor organization and stimulation.

(From the decree of the CPSU Central Committee "On the Further Development and Increase of the Effectiveness of the Brigade Form of Labor Organization and Stimulation in Industry")

At the June (1983) Plenum of the CPSU Central Committee it was emphasized that, in the eyes of the party, the most important task is the development, in every person, of a need to work and a clear consciousness of the necessity of conscientious work for the common good. And the public recognition and material well-being of the individual must be determined primarily by the fact that he works. In many respects, the brigade form of labor organization and stimulation is conducive to the strengthening of educational work and the formation of a communist attitude toward work. "Today the main emphasis of political education work," K. U. Chernenko wrote in the article "The Cause of the Entire Party, the Duty of Every Communist", is transferred to the primary labor cells--the production brigades."

In the collectives which have made the transition to this form of work, labor productivity and discipline, as a rule, are higher. Here the spirit of comradely mutual assistance and the educational influence of highly-organized socialist work clearly manifest themselves.

A large amount of authority is granted to the brigades by the USSR Law on Labor Collectives and the Increase of Their Role in the Administration of Enterprises, Institutions and Organizations (Article 18). The brigades are becoming an efficient form of effective participation of the workers in the management of production and in the development of a genuinely thrifty attitude to the business at hand. They have the possibility of exerting an active influence on the work of every worker and, in the most effective forms, to manifest strict comradely exactingness and their intolerance of any violations of discipline.

In accordance with the USSR Law on Labor Collectives, the collective of a production brigade:

Directly or through the council of the brigade takes part in the solution of questions of the staffing of the brigade, the planning and organization of its work, the payment and stimulation of labor, the raising of the qualifications of the workers, the training of brigade members, and calling to account the violators of discipline;

gives the consent of the administration to the appointment of a brigade leader and has the right to request the administration to release him from the responsibility of brigade leader if he did not justify the confidence of the collective;

elects the public organ--the council of the brigade.

#### The Brigade Council--A Public Organ of Administration

The brigade councils and the councils of brigade leaders have earned a high degree of authority in the labor collectives. Through them thousands of workers are taking a direct and active part in the solution of all basic questions of administration. As a rule, the brigade leaders participate in the work of the decision-making organs of the enterprise and are active members of the technical-economic councils, the public personnel office, and the permanently operating production conferences. The brigade leader today is simultaneously an advanced worker, as well as organizer and educator. Guiding their collectives, they go through a great school of practical activity and learn the difficult art of the management of production in new conditions.

#### The Brigade Council

The brigade councils and councils of brigade leaders organize their work in accordance with the Model Statute on the Production Brigade, the Brigade Leader, the Brigade Council and the Council of Brigade Leaders, approved by the decree of the USSR State Committee for Labor and Social Problems and the Secretariat of the AUCCTU of 31 December 1980. Brigade councils are created by decision of the general meeting of the collective of the brigade, as a rule, for one year--from the most authoritative, skilled, principled, and conscientious members of the collective. The brigade council is headed by the brigade leader. Its composition includes the trade union group organizer. The foreman takes part in the work of the council.

The composition of the brigade council is announced by order (instruction) in the shop or other structural subdivision.

The brigade council carries out its work on the basis of democratic principles under the guidance of the administration and the trade union committee, directing it toward the increase of production efficiency and quality of work, the improvement of the organization and conditions of work, the improvement of educational work, the creation of a favorable psychological climate in the collective, the improvement of the selection and placement of workers, the strengthening of labor discipline, and the reduction of personnel turnover. The coun-

cil is responsible to the collective of the brigade for the fulfillment of the functions entrusted to it.

**The Basic Functions of the Brigade Council:**

Examination of the drafts of the production plans of the brigade, the development of drafts of counterplans and measures that guarantee their fulfillment, and their introduction for discussion by the brigade collective;

preparation of proposals for increasing production efficiency and the quality of work, the mechanization of labor-intensive processes, the improvement of the conditions of work and their introduction for review by the administration;

assistance in the introduction of the scientific organization of labor, the reduction of the labor-intensiveness of production, and the preparation, with regard to the opinion of the brigade, of proposals concerning the introduction of technically substantiated norms and the review of effective norms;

the conduct of systematic work in regard to the strengthening of labor and technological discipline, the improvement of the utilization of working time, equipment, and material resources;

the organization of the increase of skills and the exchange of work experience in the brigade;

review and approval of the proposals of the brigade leader with respect to the establishment of the coefficient of work participation for the members of the brigade in accordance with the provisions concerning the procedure for their application in effect at the enterprise.

The brigade councils take an active part in the educational work in the collective of the brigade, in the organization of tutorship, develop a feeling of collectivism, comradeship, mutual assistance and responsibility for the fulfillment of the production plans (tasks), and review questions of the relations of the brigade members.

The special feature of the brigade councils is their mass character. They help accustom workers to the management of production and to approach the solution of production tasks creatively. The integrated brigade directed by P. Shchur from the Nikolayevsk Port already for many years has been coping with the plan tasks and does not have violations of labor discipline.

"Our cost accounting-based, enlarged and integrated brigade," the brigade leader tells, "was created in 1978 on the basis of 4 integrated brigades. There are 74 people in the collective. The brigade consists of 5 links, one of which includes workers for the service and repair of trans-shipping equipment (conveyer belts, pouring stations, loading machines, etc.). The majority of the dockers take an active part in the public life of the collective of the port.

The merit of the brigade council in the harmonious work of the collective is great. It includes all link organizers, party group organizers, trade union group organizers, and Komsomol group organizers. The council is headed by the

brigade leader. As a rule, we meet once at the beginning of the month. We discuss the results of the work for the preceding month (quarter) and outline the plan for the future. When questions arise that require urgent solution, we effectively meet for the development of joint actions in the production situation that has developed.

At the brigade council the results of socialist competition among the links are summed up, the course of fulfillment of the established indicators is discussed, and decisions are adopted concerning the review of norms in the sense of their increase on the initiative of the collective. We devote a great deal of attention to the education of the members of the collective, to the development in them of a thrifty attitude toward the business at hand. The decisions of the council are brought to the attention of the administration, the party bureau, the trade union committee, and the Komsomol bureau. The determination of the individual contribution of every person working with utilization of the coefficient of work participation occupies an important place in the activity of the brigade council. With its aid, extra earnings and the bonus for the fulfillment of comprehensive output norms are distributed.

The link leaders and the brigade leader keep a daily account of the work completed by every member of the collective. Then, at the beginning of the month, the size of the coefficient of work participation is established at the brigade council. The decision is registered in the protocol and transmitted to the accounting office as mandatory for implementation.

#### The Council of Brigade Leaders

The decree of the CPSU Central Committee "On the Further Development and Increase in the Effectiveness of the Brigade Form of Labor Organization and Stimulation in Industry" talks about the expediency of the creation of councils of brigade leaders in the enterprises and about the necessity of attaining an increase in their role in the life of every labor collective.

The council of brigade leaders is elected by the general meeting of the brigade leaders (and in large enterprises--by the meeting of the chairmen of the shop councils of the brigades). It is a consultative organ and works in accordance with approved annual and quarterly plans.

The decisions of the council of brigade leaders are approved by the appropriate manager, after which they acquire the force of an order (instruction) which is mandatory for implementation.

#### The Basic Functions of the Council of Brigade Leaders:

Assistance in the development of the brigade form of labor organization and stimulation in the enterprise;

the examination of questions connected with the fulfillment of established plans (tasks) and the securing of harmoniousness in the work of the brigades, the participation in the development of proposals and measures for increasing production efficiency and quality of work, and the improvement of the organization and conditions of labor;

the search for reserves of increasing labor productivity and the economy of material and labor resources;

the generalization and dissemination of progressive experience of production and educational work in the collectives of the brigades; the conduct of work on increasing the role of the collectives (councils) of the brigades in strengthening labor discipline, the observance of the rules of internal labor regulations, and the attaching of workers and brigade leaders to production;

the preparation of proposals directed at increasing qualifications, professional mastery, the knowledge of economics and the organizational skills of the brigade leaders, and the strengthening of their role in the administration of production and the labor collectives;

assistance in regard to the improvement of the organization of socialist competition among the collectives of the production brigades, participation in summing up the results of competition, and the dissemination of the experience of the work of the winners of socialist competition;

the development of proposals in regard to the utilization of the brigade form of labor organization and stimulation for the acceleration of the training and increase of the skills of the workers, especially young workers;

the introduction of proposals of the administration concerning the professional advancement of the brigade leaders, the improvement of the conditions of their work and life, and the training of a reserve of brigade leaders from among the advanced and skilled workers.

In the Atom mash Association the council of brigade leaders consists of 29 persons. At the sessions of the council questions are examined relating to the equipment workload, the planning of the work for sectors and brigades, the organization and payment of labor, the further development of the brigade form of labor organization, the improvement of the system of moral and material incentive, the growth of professional qualification, and the development of creative initiative of the workers. The council makes recommendations in regard to the conclusion of agreements concerning socialist competition among brigades. A great deal of attention is given to the education and training of young workers. The brigade leaders came forth with an initiative for the attaching of students of vocational and technical schools, doing practical work in the association, to their collectives.

In the Sverdlovsk Turbomotornyy zavod [Turbomotor Plant] Association imeni K. Ye. Voroshilov, the council of brigade leaders of the association is headed by S. Kuchin, the brigade leader of the crank shop. The composition of the council includes 17 brigade leaders. From their number a presidium was elected, which holds its sessions on a monthly basis. The council meets in full session once a quarter.

To every member of the council, certain shops are attached, in which they control the course of the work with respect to the reduction of personnel turnover and the losses of working time, the strengthening of labor discipline, and the improvement of the collective forms of labor organization.

Under the council of brigade leaders of the association, 4 sectors were created: A production sector, a sector for mass organization work, a sector for cultural work among the masses, and a sector for work with young people. The production sector, for example, deals with questions of strengthening labor discipline, increasing labor productivity, improving the quality of production and the organization of competition.

The council of brigade leaders of the association, together with the department for scientific labor organization, wages and administration and other departments and services, is taking part in the development of recommendations for the organization of integrated and specialized brigades. These recommendations reflect the basic principles of the organization of brigades and the distribution of wages; they indicate the rights and obligations of brigade leaders.

"We devote special attention to the selection of brigade leaders," says S. Kuchin, "we try to take into account not only his work skill and shrewdness, but also such qualities as feeling of comradeship, tact, ability to have a heart-to-heart talk, and organizational abilities.

The council of brigade leaders of the enterprise not only extends effective assistance to the subdivisions in the creation of brigades and the dissemination of advanced experience. Through the plant radio and the press cases of the non-fulfillment of tasks by the brigades and the reasons for the disintegration of some of them are examined.

Today 17 shop councils of brigade leaders and 454 brigade councils are operating in the association. They take part in the solution of all basic questions concerning these collectives.

In the association more than 65 percent of the workers are working in brigades. Analysis has shown that the growth of the productivity of labor in the brigades during the current five-year-plan every year is significantly higher than its growth under the individual form of labor organization and that there has been a considerable decrease in intra-shift losses and unauthorized absences from work."

#### The Experience of the Vologda Furniture Factory

And here is the report of the chairman of the council of brigade leaders of the Vologda Factory No 1, A. Pavlov:

"The range of questions which we examine is constantly expanding. These are the organization of competition, the increase of the quality of articles, the strengthening of the regime of economy, and the strengthening of production discipline. It is correctly said that the center of administration is being transferred to the brigade. No matter what aspect of production life we take, everywhere the success of the business will depend directly on the personality of the brigade leader, his experience and desire to work with people. And that is why questions of the selection and training of the managers of collectives of workers are considered of principal significance by the council of brigade leaders.

The output of furniture is a production line. If a single person lags behind, there will be no final result, assemblers--no matter how hard they try--do not make a wall or a cupboard. But it is very difficult to attain that everyone relates himself to his work in an equally responsible manner. For a long time things did not go well in the press department, because of it the workers in the subsequent operations stood idle. They studied the reasons for this, and at the next scheduled meeting of the council it turned out that in this case it would be useful to replace the brigade leader. A female worker of this collective, L. Pachina, was advanced to the leadership of the brigade. And they did not make a mistake.

Such recommendations of the council are exceedingly effective. At every meeting the director of the factory, the shop superintendents, and the specialists are present without fail. This facilitates our work and increases the authority of the council of brigade leaders. They entrust a great deal to us. For example, not a single provision on the payment of bonuses, on the organization of a new form of socialist competition, and on changes in the payment of labor enters into force before it is approved by the council. It happens that we also return a document for completion. Thus it proved possible to reinforce the material interest of the brigades in the increase of the standards of production.

And in the fact that labor discipline is growing stronger the cooperation between the council of brigade leaders and the management of the factory is manifested.

Now there are no violators of labor discipline in the collectives of many brigades, but interruptions in work do occur. For example, lagging behind in the daily schedule. In such a case, the council of brigade leaders does not stand aside. The reserves of the work station are very visible to us, and we have the possibility of uniting the efforts of various sectors of production to help the collective to get out of a hitch. With the aid of the brigade council, we ourselves agree among us, for example, to transfer people for some time from collective to another. We also cooperate with associated shops.

Now already no one has to be convinced of the advantages of the brigade contract. It not only makes it possible to increase the efficiency of labor, but also develops in the worker a feeling of being the manager of production, a feeling of participation in the affairs of the entire collective.

#### The Training of Managers With Initiative and Zeal

Brigades create the best conditions for the strengthening of labor discipline, the increase of the skills of young workers, and the creation of stable labor collectives. Personnel turnover in brigades, as a rule, decreases two-threecold. They become an effective form of the formation of a genuinely thrifty attitude toward the business at hand. The very atmosphere of mutual assistance and mutual support, which is brought about not only by the collective labor, but also by the collective responsibility for its results, shows the positive influence on the individual. However, such an atmosphere does not come about by itself. As

a rule, this is the result of well-adjusted work in regard to the formation of an active and vital position in the members of the collective, a conscientious attitude toward the affairs that have been entrusted to them, close cooperation of the brigade leaders and the brigade councils with the public organizations and the administration.

The cost accounting brigades have become a genuine school of economic management and the development of initiative. Thus, every year in the Kurganpribor Association the collectives of these brigades, on the day of the Leninist subbotnik, review their internal reserves in the sense of increasing the output norms.

The brigade organization of labor makes it possible to conduct in the collective effective competition for the economical expenditure of all types of resources on the basis of comprehensive personal calculations of efficiency. Such calculations help to develop a thrifty attitude toward the national wealth and develop an ability for rational management.

#### The Experience of the Kurganpribor Association

The experience of the work of the association shows that, precisely under the brigade form, labor resources are utilized most fully and optimally. This, in particular, finds its concrete expression in initiatives of the brigade collectives. Thus, the brigade of fitters of the assembling shop, headed by N. Lushnikova, and the brigade of machine-tool operators of the machine shop, headed by T. Bezrukova, have come forward with the initiative "To Fulfill the Five-Year-Plan Task by the 115th Anniversary from the Date of Birth of V. I. Lenin with Excellent Quality of Work Without Increase in the Number of Workers". This initiative was supported by 32 brigades and more than 600 workers of the association.

More than 27 percent of the workers of the associations have related professions. Such a level has been attained thanks to the introduction of the brigade form of labor organization. The Administration of the association, together with the socio-psychological service, is conducting purposeful work in this direction.

As a result of the analysis of the basic work stations, production sectors have been singled out where it is necessary to conduct work in regard to the improvement of the conditions of work and recommendations have been developed. Thus, a change of operations and work stations in the assembly lines of radio wiring and assembly production is being carried out in the obligatory procedure.

A periodic change in the parts list is organized in the sectors of operational processing, punching, winding, and the assembling of boards. There is an increase in the multi-machine-tool, multi-unit service, and combination of professions.

Work has been done at the enterprise in regard to the creation of integrated brigades of auxiliary production. Thus, integrated repair services have been formed in the shops, and the unification of electricians and mechanics into

brigades guarantees the unity of the final result for the interdependent services (uninterrupted operation of equipment), and by virtue of this fact there is an increase in production efficiency.

Table 3. Model Personal Account of a Cost Accounting Brigade

(Shop \_\_\_\_\_ Brigade Leader \_\_\_\_\_) for 19\_\_\_\_

| (1)  | (2)  | Показатели<br>(3) | (4)        | Количество<br>изделий | (5) | По<br>нормам<br>изделий<br>за год |
|------|--|-------------------|------------|-----------------------|-----|-----------------------------------|
| (6)  | 1. Объем продукции<br>по плану<br>фактически<br>% выполнения плана   |                   | руб. ч-час | (16)                  |     |                                   |
| (7)  | 2. Номенклатура выпуска продукции<br>Выполнение плана по номенклатуре  |                   |            |                       |     |                                   |
| (8)  | 3. Выработка продукции на одного рабочего руб. ч-час<br>по плану<br>фактически<br>% выполнения   |                   |            | (16)                  |     |                                   |
| (9)  | 4. Численность бригады<br>по лимиту<br>фактически<br>%<br>%  |                   | человек    | (17)                  |     |                                   |
| (10) | 5. Показатель качества продукции (сдача продукции с первого предъявления, удаленный вес продукции высшей категории качества и т. д.)<br>по плану<br>фактически |                   | %          |                       |     |                                   |
| (11) | 6. Снижение трудоемкости<br>по плану<br>фактически   |                   | ч-час      | (18)                  |     |                                   |
| (12) | 7. Фонд заработной платы<br>по плану<br>фактически   |                   | руб.       | (19)                  |     |                                   |
| (13) | 8. Расход сырья, материалов и других материальных ресурсов (всего, в том числе по видам)<br>по норме<br>фактически<br>экономия (-), перерасход (+)             |                   | руб.       | (19)                  |     |                                   |
| (14) | 9. Фактическая экономия от внедрения рационализаторских предложений  |                   | руб.       | (19)                  |     |                                   |
| (15) | 10. Общая экономия (-), перерасход (+) по бригаде (сумма экономии или перерасхода по строкам 7, 8, 9)  |                   | руб.       | (19)                  |     |                                   |

Key:

1. Nos.
2. In Order
3. Indicators
4. Units of Measurement
5. By Months, Quarters, and as a Whole for the year
6. Production volume according to plan actual  
% of plan fulfillment
7. Products list of output produced  
Plan execution according to products list
8. Production output per worker according to plan actual  
% of fulfillment
9. Number of brigade by limit actual in %
10. Quality indicator of production (return of production from first presentation, ratio of production of the highest quality category, etc.) according to plan actual
11. Reduction of labor intensiveness according to plan actual

|  |   |
|--|---|
| 12. Wage fund according to plan<br>actual  | 15. Total savings (-), overexpenditure (+) for the brigade (sum of the savings or overexpenditure according to lines 7, 8, 9) |
| 13. Expenditure of raw materials and other material resources (total, including by types)<br>according to the norm<br>actual<br>savings (-), overexpenditure (+) |   |
| 14. Actual savings from introduction of rationalization proposals  |   |

An enormous role in the development of the brigade form of labor organization is played by educational work, which is directed toward the formation of attitudes of collectivism in the brigade, of comradely mutual assistance, conscientious labor discipline and responsibility.

The work of the foremost brigades of the Kurganpribor Association represents a convincing case that the joint labor of experienced and young workers is an important factor in the effectiveness of the educational process. The successful process of the adaptation of the young worker may serve as an important indicator of a favorable socio-psychological climate in the collective. Moreover, the brigade, as it were, comes forward as the collective tutor of the young worker.

Questions of tutorship and the education of young workers in the association are in the center of attention. Various forms of sponsorship relations are being developed with technical schools and secondary schools: "Brigade--technical school", "brigade--class".

Usually in December students from the Technical School No 2 come to the enterprise, and beginning in 1982 even students of the 9th and 10th classes began to go through practical work.

The participants in the practical training program work side by side with the skilled workers, work with the same instruments as they, and the same work is entrusted to them. And the main thing, this is where their getting accustomed to the labor collective, its affairs, concerns and interests begins.

An office for professional diagnostics assists the graduate of a school and college in the selection of a profession. In it young men and women can verify their attentiveness, their ability to work for a long time with concentration, regardless of inclination, etc. Proceeding from these characteristics, psychologists and physiologists objectively assess the professional qualities of young workers and give advice: Where, in what profession, at what working station every graduate coming to Kurganpribor can discover themselves, find themselves and bring the greatest benefit to production.

One of the conditions of successful adaptation is the assimilation of labor regulations and the rules of labor discipline by the young workers.

On the basis of the recommendations of the socio-psychological service of the enterprise and the analysis of personnel turnover, concrete measures are developed for the stabilization of the collective of the association and the improvement of labor and production discipline. A council for professional orientation is also in operation. Questions of labor training are discussed at party and production meetings. Excursions are conducted with pupils to vocational and technical schools and to the enterprises of the city, as well as meetings with the delegates of the party and Komsomol congresses, graduates of the school now working in the association, experts of the vocational and technical schools, evenings, and "Defense of the Professions" competitions.

In the association training sectors have been created in which pupils of the 9th and 10th classes master a specialty. In so doing, they work both as individuals and in the composition of the brigades.

Tutorship has been extensively developed in the association. A council of tutors is elected, whose membership includes 17 persons. The work of the council is conducted in accordance with an approved plan, composed for a year with a break-down by quarters. At the sessions they systematically hear about the activity of the plant councils of tutors for the training of young people.

Socialist competition is organized among the tutors, the results of which are summed up every quarter. In accordance with an approved provision, the best tutors are awarded one first, two second, and three third places with presentation of certificates and cash rewards.

The dedication as workers is conducted solemnly. In the presence of veterans of labor and the managers of the production collective, the young people promise to be worthy successors of the working class, they are issued the labor passports of a young worker and a tool inscribed with their name. The tutor delivers kind parting words and congratulatory postcards are sent on behalf of the public organizations and the administration of the association to the parents. Broadcasts on the plant radio are organized for young workers and materials of the large-circulation newspaper ZNAMYA are dedicated to them.

#### The Role of the Party Groups

The transfer of the main emphasis of political education work to the production brigades envisages the expediency of the creation of party, trade union, Komsomol organizations or groups in them.

Of interest is the experience of the work of the party groups in the Murmansk Housing Construction Combine--one of the best enterprises not only in the oblast, but also in the industry. Here the brigade of fitters, supervised by S. Shitov, is working efficiently. During 1983 the collective of 23 builders assembled 7 apartment houses of large bearing wall construction for 603 apartments, a school for 1,280 places--and all with the assessment "good". The norms called for an expenditure of 7,655 man days for the completion of such volumes, but only 4,138 were spent.

The success of the brigade is explained in many respects by the active work of the party group. It is headed by the link leader N. Kuznetsov. The communists set the tone of work in the collective and showed themselves to be opponents to bad management and slackness. They announce their opinion openly, directly, and, if necessary, with the calculations in their hands.

And here already the most experienced workers of the brigade acknowledge: The relations among the people have changed--they have become more thoughtful and demanding. They work better, without fuss and nervous strain. Violations of discipline and waste in the brigade have been excluded. There was a case where some individuals themselves requested that their coefficient of work participation be lowered. Then they explained: The brigade council checked their work and did not notice a mistake, thus it would be better to correct it at once.

Being concerned about the formation, in everyone, of a feeling of thriftiness and a conscientious attitude toward work, the party group constantly keeps an eye on the placement of communists in decisive sectors and on the growth of their ranks. A great deal of attention is being given to tutorship. The connection with those who are called into the Soviet Army is not lost, and, as a rule, after their service they return. The brigade celebrates holidays together, with families, and takes an active part in sports competition.

Now, during the creation of contract brigades, communists are without fail included in the membership, communists who are able to arouse and organize people. Every member of the party who is working in a local collective must be a real organizer of educational work and political work among the masses. This is regarded as the most important mission.

#### The Experience of the Party Group of the Ryazan SAM [Punched-Card Machine] Plant

In active operation is the party group headed by Yu. Senin, a metal worker and fitter of the Ryazan Punched-Card Machine Plant.

"Our party group," he recounts, "numbers 12 communists. It works in the tuning-up sector of the assembling shop for Oka cash register machines. People of different age, character and professional training were brought together in the sector. Quite a few young people are working side by side with experienced workers.

I remember when the plant undertook the mastery of the output of this machine and for all of us it was a novelty, and the communists of the party group at one of the meetings brought up the subject of reserves for the increase of labor productivity. At that time the sector was a bottleneck in the enterprise. With every passing day, production built up speed, and our best workers assembled and adjusted only 5 to 6 machines each per shift. We had to find a way out of this situation.

The communists conducted an active struggle for better labor organization. The transition to the brigade method of work, realized on the initiative of the party group, played a decisive role. It must be said that this matter did not

go smoothly at once. There are approximately 50 people in the sector. In the beginning they decided to create a number of small brigades. They are easier to manage, they say. But such organization of labor in our circumstances proved to be inefficient. Every brigade worked for itself, and there was little concern for the final results of the work of the entire collective of the sector. It happens that you request a missing part from neighbors, but they answer: 'You are not from our brigade. What if we should need it ourselves?' You go to the foreman. How much time is wasted until you get the part from the warehouse!

At that time I was elected as organizer of the party group. I made people feel ashamed and appealed to their conscience. But, in general, without special effect. The communists did not begin to put up with this. The party group in our sector was always united, and we insisted that one large brigade be created in the sector that would work on the basis of cost accounting principles.

From the first steps of the work in the fashion, the communists, through their personal example, attempted to prove to their comrades that the saving of working time and its more efficient utilization are turned to an important advantage both for the plant as a whole and for the collective of the sector, and for every production worker in particular.

On the initiative of the party group, a kind of professional training school was created in the sector. We needed it in order to pull the young workers up more quickly to the level of experienced workers. The communists of the sector began to have talks on technical subjects with the young workers, to teach them the secrets of their skill, and to accustom them to rationalization work. In the course of a year and a half, every member of the brigade acquired the necessary professional knowledge and skill of a metal worker and fitter of the fourth category. This made it possible to bring about a significant increase in labor productivity and to work efficiently, without waste. Now all workers adjust no less than 12 machines per shift, and the most skillful ones, it happens, even 17. The growth of productivity, finally, reflects the fact that every worker has studied the construction of the machine and has accumulated the experience of its operational development.

Our work was held back by the lack of the requisite mechanization in the transportation of the machines. The sector had autotrucks, but because of the lack of drivers they often stood idle. To hope for someone to come and straighten out our transportation problem for us did not occur to us. We found volunteers who, within a short time, mastered the driving of autocars. Now, if it necessary to send the production to testing more quickly, our workers do this work.

With the participation of the party group, a plan of measures was developed and implemented in regard to the mechanization of production processes. A belt-conveyer was established in our sector, and extensive use is being made of other devices. As a result, there has been a significant decrease in the share of manual labor, and from the total figure of the growth of labor productivity in the sector one-fourth is accounted for by mechanization.

Gradually, under the influence of the communists of the group, an environment of comradely support and mutual strictness, of a high responsibility for the results of the common work, was created in the brigade. Now already no one holds back parts "for reserve" as they say. On the contrary, if any kind of difficulties are noted, many offer their help.

I will cite an example. Somehow a strenuous situation was created in the sector. During a short time we had to adjust 600 machines. Previously the brigade leader would have divided the work equally among all. But here we began to hold consultations. We say, the metal worker V. Sirotkin returned from the hospital not long ago after a complicated operation, he should be given a lighter workload. Together with the brigade leader we ask him: 'Can you do 35 machines?' He answers confidently: 'Yes, I can.' 'And to us give more,' the communists V. Fatin and S. Abramov asked. In short, we fulfilled the task in time and received moral satisfaction from mutual gain and harmonious work.

Our sector occupies such a place in production that it is precisely here that mistakes are revealed which have been allowed to happen in other shops and in other sectors, which are manufacturing parts and are conducting the assembling of units. And the communists of the group cannot remain indifferent if interruptions in the plant production assembly line are allowed to happen.

Some- how we received one defect after another. We begin to work with one machine-- the assembly is not fit. We take the second--the same thing. Our communist V. Koval'chuk comes to me, angry and determined, and suggests: 'Get together, the party group organizer, everybody. We cannot fiddle around for an hour with every machine. We are breaking the plant rhythm by doing so.'

The party group was promptly convened. They began to talk about what they had run into during the day. It turned out that in one of the machine shops parts were made which deviated from the sketch. And this was discovered only in the last stage, when the machine came to our sector. We invited the secretary of our shop party organization and the foreman of the technical control office. We explained what the problem was. They immediately got in touch with the party bureau of the shop, where the miscalculation was allowed to happen. The discussion involved matters of principle and was useful for the culprits.

In the spring of 1983 several individuals from our collective were transferred to the mastery of a new machine. The first industrial batch of it has already been produced. It was decided to build up the production of the new machines without decreasing the output of the Oka machines. And now we complete the previous volume of work with a smaller number. We are coping. And the labor productivity in the sector has increased by a factor of 1.8 since the beginning of the five-year-plan. We are not resting on our laurels."

#### Competition in the Brigades

Many brigade collectives have come forth as initiators of the development of mass socialist competition, the development of collectivism, and they are successfully solving problems of increasing the efficiency of production and the quality of work. It is precisely in the brigades that the movement for a communist attitude toward work has its beginning.

At the present time, enormous and strenuous work has unfolded in the labor collectives in regard to the realization of the December (1983) and February (1984) Plenums of the CPSU Central Committee. In response to the call of the party, the labor collectives are accepting obligations in regard to the above-plan growth of labor productivity by 1 percent and the reduction of production cost by 0.5 percent. Thus, the specialized brigade of electric welders of the Leningrad Metal Plant Association, headed by the laureat of the State Prize of the USSR, V. Korol'kov, decided to attain these results through the mastery of related professions and the strengthening of discipline and organization. The members of the brigade calculated that during a year they can save 230 kilograms of electrodes, 200 kilograms of welding wire, and 2,500 kilowatt hours of electricity.

#### On the Basis of Certification

There has been a great deal of development of the movement for an increase of the shift system coefficient of the operation of equipment on the basis of the certification of working stations.

The certification of working stations is at the center of attention of the council of brigade leaders of the Dnepropetrovsk Combine Plant. The council is headed by Hero of Socialist Labor A. Kulakov.

"The basic task we are setting," he says, "is for every collective of the brigade to determine the rational boundaries of its work zone, its territory, so to speak. The council plans to hear many brigade leaders on the subject of how the certification is being conducted. In the near future we will conduct a special seminar on these questions.

A struggle has unfolded in the collective in regard to the increase of the output from every work station. I am convinced that all brigades of the plant during the current year will fulfill the task that has been set--to achieve an above-plan increase in labor productivity of 1.3 percent and to reduce the cost of production by 0.6 percent.

The experience of the collective of the Dnepropetrovsk Combine Plant with respect to the certification of work stations is reported in detail in "Bibliotekha peredovogo opyta", published in No 6 of EKONOMICHESKAYA GAZETA for this year.

In the Stankostroitel'nyy Zavod [Machine-Tool Plant] Association imeni Sergo Ordzhonikidze a program of operations has been developed in accordance with which the transfer of stand-by machine-tools with a small workload to other enterprises or its experimental base is envisaged.

In the areas freed in this way, equipment conforming to the requirements of the scientific organization of labor will be placed. The reconstruction of a number of shops is projected; this will make it possible to bring the level of their mechanization to 80 percent.

The certification of the work stations of machine-tool operators has begun in the enterprise. Precisely a scrupulous analysis of every work station and its possibilities, as well as an appropriately detailed and utmost concrete plan for the realization of these reserves can guarantee success.

Plans in the plant call for the mechanization of "the places of brigades" for the storage of blanks, tools and parts. As a result, machine-tools in the shift change will not stand idle. By the end of the year, more than 80 percent of the workers will be united in brigades with a single job authorization. Approximately 60 percent of the total number of machine-tool operators will, according to plan, work in the first shift, about 40 percent--in the second. At present this ratio constitutes 80 and 20 percent.

Measures are being worked out to increase the effectiveness of the stimulation of people who are working in the evening and night shifts. Thus, for 6 machine shops the shift system coefficient is becoming one of the basic indicators. For the second and third shifts means are allotted for food without charge.

During this year it is planned to free 80 work stations and to increase the output-capital ratio by 2 percent. A new initiative is the concrete reinforcement of the obligation of the collective to raise labor productivity in 1984 by 1.6 percent above the plan.

In the Mossel'mash [Moscow Plant for the Construction of Agricultural Machinery the task has been set to bring the shift system coefficient of equipment operation to 1.57 in 1984, and in the subsequent year--to go out for the level of 1.6.

A plan of measures has been worked out which envisages the introduction of 16 units of highly productive equipment and the discharge of 28 units of old equipment. The new equipment will provide a significant saving. And when the coupled transfer drilling and thread-cutting machine-tools begin operation, which combine several operations, the labor of 8 persons will be saved.

A total of 13 workers will be freed, who will be transferred to work in sectors where there is a shortage of people.

Calculations show that the increase in the shift system coefficient of equipment that is being planned will make it possible to increase the capital-output ratio. Now the enterprise will receive 5 kopecks more in production for every ruble in fixed assets. The additional profit will come to almost 60,000 rubles.

The main form of socialist competition under the brigade form of labor organization is competition among the collectives of brigades at the level of the shop, enterprise (production association) and industry. At the basis of it lies the fulfillment of brigade counterplans and socialist obligations, directed primarily at the growth of labor productivity, the increase of the quality of the production being manufactured, and the saving of resources. Brigade members take part in competition for the title of "The Best Young Worker in the Profession", "Excellent Quality Worker" of the shop (enterprise, industry).

Individual competition is organized within a collective by the production brigade. It is subordinated to the common tasks which the collective is solving and is aimed at the development of creative initiative and the increase of the efficiency of the labor of every worker.

#### Along the Technological Chain

Socialist competition among brigades along the technological chain on a contractual basis has received broad development. Such competition is organized for the purpose of mobilizing and uniting the efforts of labor collectives for the achievement of high final results of work and increases their responsibility for the fulfillment of mutually agreed-upon obligations.

Usually the collectives of the brigades and sectors of basic production and departments of enterprises which have concluded agreements concerning socialist competition take part in socialist competition along the technological chain. They take on obligations, whose fulfillment guarantees the delivery of quality production ahead of schedule to the subsequent links of the technological cycle and guarantees the successful fulfillment of socialist obligations by the collectives of the brigades, which are engaged in the output of these articles.

In the enterprises an agreement on socialist competition of brigades linked with one another through the technological chain is approved at the general meeting of the shop.

For the prompt solution of production-management and organizational questions, the control of the course of fulfillment of the obligations adopted, and the determination of the best links (brigades), a council of the technological chain is elected, whose membership includes the leading foremen, brigade leaders and representatives of public organizations.

Thus, the brigades of Plant No 24 of N. Bogatov and N. Setsekh came forward as initiators of the competition along the technological chain at the Saratov GPZ-Z [State Bearing Plant-Z]. The collectives attained high quality in the processing of rollers and needles. Previously waste amounted to 0.6 to 0.8 percent. But the workers decided there will be no waste if they organized competition for high quality of production along the entire technological chain, beginning with the procurement process. Its essence lies in the fact that every member of the collective and the brigade as a whole must receive parts and blanks exactly in time and of high quality. These brigades then challenged the collectives of the procurement sector to competition. Such form of competition provided the possibility of sharply increasing the productivity of labor and the quality of the output produced.

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The collectives of brigades have broadly developed the competition in honor of the elections to the USSR Supreme Soviet, and have accepted high socialist obligations.

Thus, the brigade of fitters of the Second Moscow Clock Factory, headed by V. Matyushenkova, obligated itself to fulfill the tasks for 3 years and 3 months of the five-year-plan by the day of the elections--4 March, and to increase the growth of labor productivity planned in the first quarter by 1.5 percent; the brigade of metalworkers of the Izhorskiy Zavod Production Association imeni A. A. Zhdanov (Leningrad), headed by A. Murav'ev, completing an order for the Ignalina AES [not further identified] will complete the task for 4 years of the five-year-plan.

The brigade of steelmakers of the Karaganda Metallurgical Combine, headed by M. Zhanybekov, by virtue of the broad introduction of progressive modes and methods of work at the work stations obligated itself to smelt 60 tons of high-quality steel above the plan by the day of the elections.

Many participants in patriotic undertakings will work on economized raw materials and materials during the time of a shock work shift.

A clear program of increasing the effectiveness of socialist competition and the basic directions of the struggle for the growth of production efficiency and quality of work are outlined in the decree on the results of socialist competition for the successful fulfillment of the State Plan of the Economic and Social Development of the USSR for 1983, adopted by the CPSU Central Committee, the USSR Council of Ministers, the AUCCTU, and the Central Committee of the Leninist Communist Youth League.

The decree points out the necessity of increasing the level of organization and the results of socialist competition, of involving every worker, every brigade, and every labor collective in it. Of concentrating chief attention on the acceleration of the growth of labor productivity, the increase of production volumes, the improvement of the quality of production, the timely execution of deliveries in accordance with agreements and orders, the acceleration of scientific-technical progress, the quickest introduction of new, and the better utilization of existing, production capacities, the economy of raw material, energy, work time and other resources, and the strengthening of plan and labor discipline. Of developing in every conceivable way the competition of workers with multiple jobs, the movement for the increase of the shift system coefficient of equipment operation, the achievement of plan labor intensiveness and other forms of popular initiative for increasing the efficiency of public production.

The CPSU Central Committee, the USSR Council of Ministers, the AUCCTU, and the Central Committee of the Leninist Communist Youth League have expressed their firm conviction that the working class, the kolkhoz peasantry and the intelligentsia, and all workers will develop still more extensively the nationwide socialist competition for the successful fulfillment and overfulfillment of the tasks for 1984 and the 11th Five-Year-Plan as a whole.

The study of the subject is called upon to help find new reserves for strengthening the educational work in the collectives of the brigades and the activation of the efforts of the audience in the struggle for the realization of the tasks set by the party.

## Terminological Dictionary

PRODUCTION BRIGADE--primary cell of labor collective, lower link of administration. The brigade unites workers for the joint and more efficient completion of production tasks on the basis of more rational use of equipment, work time, comradely mutual assistance, general interest and responsibility for the results of work.

The basic quantitative and qualitative indicators are planned for the brigade, the norms of labor expenditures for production output (completion of work) are established, and material interest in high final results is guaranteed.

SPECIALIZED BRIGADE--unites, as a rule, the workers of one profession who are engaged in technological processes of the same kind.

INTEGRATED BRIGADE--is organized from workers of different professions for the completion of technologically diverse, but mutually related work operations, encompassing the entire cycle of production output or its complete part.

Specialized and integrated brigades can be shift brigades if all workers of these brigades work in one shift, or multiple brigades, if workers of all shifts are included in them.

BRIGADE COST ACCOUNTING--represents an organic integral part of the cost accounting of an enterprise and is built on the combination of the operational and production independence of the brigade with centralized plan administration, the commensuration of expenditures and the effect received, the establishment of direct dependence of the payment of work on the final results of work, the increase of mutual responsibility of the brigade and administration for the completion of production tasks, and the unity of personal, collective and public interests.

COST ACCOUNTING BRIGADE--brigade for which--along with plans for the volume of production, the reduction of labor intensiveness (growth of labor productivity) and the increase of the quality of work--plan tasks are also established with respect to the wage fund, as well as norms for the expenditure of one type or several types of raw material, materials, semimanufactures, fuel, electric power, and other material resources, the utilization of which depends directly on its activity.

The most efficient form of brigade cost accounting is its combination with contract principles of labor organization and stimulation.

CONTRACT METHOD--a contract collective, in conformity with the contract, is charged with the completion of a certain finished volume of work of established quality (output of finished production or unit, machine set, etc.). At the same time, tools and means of work are allotted to it, the necessary production resources are granted to it, the conditions for the successful completion of the work are created and, as a rule, long-term norms are established for the determination of the means of the payment of labor. The collective is guaranteed appropriate wages given the high-quality completion of a certain contractual volume of work within assigned periods regardless of the number of workers required by the completion.

PAYMENT ACCORDING TO A SINGLE JOB AUTHORIZATION--payment and remuneration of a job authorization or standardized task (for workers whose wages are based on a time rate) is effected for the entire brigade as a whole in the person of its brigade leader, and not to every member of the brigade separately.

PAYMENT ACCORDING TO FINAL RESULTS--this is payment for the entire labor input of the work in all of its operations completed by the brigade, including also the last. This makes it possible to turn over to the brigade the completion of some kind of finished volume of work. Such a volume of work may be the processing of several parts which go into one unit (brigade set), the assembling of a unit, the assembling and testing of boards, the transportation of all previously stipulated freight).

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## LABOR

### ECONOMISTS ANALYZE PRODUCTIVITY, WAGE CORRELATION

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[Article by N. Moiseyenko, department head at Leningrad State University, doctor of economic sciences, and professor; and M. Popov, candidate of economic sciences: "Methodological Questions in Planned Regulation of the Correlation Between Labor Productivity and Wages"]

[Text] One of the major issues in economic policy, the resolution of which has attracted the attention today of both practical workers and scientists, is the question of strengthening the work being done to provide more rapid growth in labor productivity than in wages. The Politburo of the CPSU Central Committee has set the goal of implementing "measures aimed at improving the planning of the correlation between the rise in labor productivity and the rise in wages."\* In accordance with this goal, starting in 1984 industrial ministries are establishing normative correlations between the increase in labor productivity and the increase in average wages, which will make it possible to solve a number of important economic problems, such as the proper correlation between savings and consumption, the increase in monetary income and its actual provision of consumer goods, and rates of economic growth.

Wages, like every category of distribution, are determined by production conditions. Distribution relations, however, in turn have an active influence on the level of production development. This situation is entirely applicable to the character of the connection between wages and labor productivity. An analysis of the activities of enterprises shows a direct connection between and an identical direction in the changes in the level of labor productivity and wages, although on the whole wage trends are determined by changes in productivity.

Increasing wages up to levels determined by the development of production promotes more rapid growth in labor productivity and at the same time provides growing norms and volumes of additional production. A rational increase is aimed at raising the volume of goods produced with a simultaneous decrease in expenditures of labor and means of production per unit of goods produced (that

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\*PRAVDA, 3 September 1983

is, with a reduction in production costs); when other conditions remain unchanged, this leads to an increase in income. Consequently, opportunities for savings here do not decline, but grow. This situation plays an important role in accelerating the rate of growth of socialist production and in increasing its efficiency.

At the national economic level the dynamics of labor productivity and wages are expressed in the correlation between the rate of growth of the gross national product and part of the necessary product that is allocated according to labor. In the first place, an increase in the organic structure of production capital requires that accumulation exceed consumption from the wage distribution fund. In the second place, social progress is accompanied by an increase in expenditures on the development of the nonproduction sphere in comparison with physical production. In the third place, the development of socialism into total communism is tied to a rapid increase in consumption from public funds. All this taken together determines the demand for greater increases in the rate of growth of the gross national product than in the wage distribution fund. This requirement also lies at the foundation of the law for a greater rise in labor productivity than in wages.

Implementation of the demands of this law is associated with two opposing trends in wages: when calculated on the basis of a unit of production, wages fall and thus reduce production costs; when calculated by unit of time, wages rise, which results in an increase in the absolute value of wages paid to workers in production. This two-sided process contains an objective possibility for resolving a dialectically contradictory problem: a simultaneous increase in savings (based on a reduction in production costs) and an increase in wages and the workers' standard of living.

The reduction in wages paid per unit of production as a result of a greater rate of growth in labor productivity by no means assumes an absolute decrease in wages per worker or per unit of time. And conversely, an increase in wages per worker or per unit of time under this condition does not mean an increase in wages per unit of production.

A reduction in production costs brought about by a rise in labor productivity makes it possible to increase wages steadily, and this reflects a specific demonstration of the law of the correlation between labor productivity and wages under socialism. The source of the reduction in production costs is not a slower growth in wages, but a decrease in the wages based on unit of production with a simultaneous increase in wages per unit of time and per worker. This is an important aspect of the socialist economy, where savings are achieved not at the expense of workers' living conditions, but as a result of the rate of growth in labor productivity exceeding the rate of growth in wages.

The different directions in the movement of wages based on unit of time and unit of production under the influence of growing labor productivity and the proper correlation with wages opens up a source for strengthening economic incentives, and increasing wages with a simultaneous rise in deductions in net income for savings needs. The need to utilize this source stems from public interests. This is also the source of the goal set at the December (1983)

Plenum of the CPSU Central Committee: to achieve a rise in labor productivity 1 percent above what is called for in the plan and to reduce production costs by an additional 0.5 percent.

Since approximately the mid-1960s, the instruments for planned regulation of the correlation between the rate of increase in labor productivity and wages have been weakened considerably. At one time the indicator for increases in labor productivity was not assigned as a directive for enterprises. Orientation toward profit and increasing the volume of product sales, and weakening in the directive nature of planning (in the form of making so-called corrections in plan quotas based on the actual level of their fulfillment)--all this had a negative effect on control over the correlation between productivity and wages.

Utilization of the law of more rapid growth in labor productivity compared to wages assumes planned regulation of the correlation between the two, and development of the corresponding instruments. It is not enough to assert the objective need for a greater rate of growth in labor productivity. It is also necessary to find the degree of difference in the rates that is determined by the given situation, so that more accurate calculations, planning, and control can be carried out for the size of the gap between the rates of growth in labor productivity and in wages. This will make it possible to acquire a tool for intelligent control over the correlation.

It is not possible to resolve this problem from positions of individual reproduction. Practice shows that an enterprise not only does not suffer directly from violation of this correlation, but often even has an economic incentive to step up the rate of growth in wages compared to the rate of growth in labor productivity.

At the national economic level the degree to which growth in productivity exceeds growth in wages can be determined by means of the correlation coefficient ( $K$ ) of the rates of growth of the necessary product, which is allocated in terms of labor ( $P$ ) and the gross national product ( $Q$ ):

$$K = \frac{1 + \frac{\Delta P}{P}}{1 + \frac{\Delta Q}{Q}}; \quad (1)$$

where  $\Delta$  is the increase in the appropriate indicator.

This coefficient is determined after a long-range plan variant for economic development has been formed (for example, with the help of a national economic, multisectorial dynamic model), which corresponds to the greatest extent to national interests, and consequently, after planned trajectories of changes in the gross national product and the part of the necessary product allocated according to labor become known.

The next planning stage involves a gradual transition from the macro level to the micro level (through sector and subsector), that is, it involves setting up plans for the correlation between labor productivity and wages at various

enterprises. A coefficient ( $K_c$ ) is determined for an enterprise  $i$ , depending on the specific conditions at that enterprise, but in such a way that as a result the correlation will be carried out at the national economic level.

For each enterprise it is necessary to establish limits for quantitative increases in wages with a corresponding rise in labor productivity and reduction in production costs, that is, based on reducing the input of living labor per unit of production.

An enterprise's wage fund is calculated on the basis of the fulfillment of a certain planned production program, which also includes specific quotas for increasing labor productivity. Therefore, increasing the wage fund by increasing the average wage should be tied to a rise in labor productivity.

At the enterprise level the degree to which labor productivity exceeds wages can be expressed in the relationship between cost of net (or conventional net) production ( $v + m$ ) and wages ( $v$ ), and consequently it determines the dynamics of the norm of net income ( $m'$ ); that is, the relationship between the sum of the net income ( $m$ ) and the wage fund:

$$\frac{v + m}{v} = 1 + \frac{m}{v}; \quad (2)$$

Equality (2) shows that the net income norm and the correlation between labor productivity and wages change in the same direction.

Let us consider the dynamic changes in wages and labor productivity. We will name the relationship between the wage index ( $I_{\text{wage}}$ ) and the labor productivity index ( $I_{\text{productivity}}$ ) the correlation coefficient of the increase in wages and labor productivity ( $K_c$ ). This coefficient, when its value is less than 1, shows the extent to which the increase in labor productivity exceeds the increase in wages; and it is convenient to use this coefficient at the enterprise level. Any increase in the value of this coefficient reflects a more rapid decline (when  $K_c > 1$ ) or slower growth (when  $K_c < 1$ ) in the net income norm.

The size of net income is an important indicator which is necessary for economic analysis and planning, since by knowing the expected total net income, and taking into account other factors, one can calculate the size of the savings fund, and thus make a fairly accurate determination of the rate of expanded reproduction.

The net income norm during the period under review ( $m'_0$ )--the base period, the period under review, and the planning period are indicated by the indexes  $6$ ,  $0$ ,  $11$ --can be calculated using the following formula:

$$m'_0 = \frac{m'_6 + 1}{K_c} - 1; \quad (3)$$

since

$$K_c = \frac{I_{\text{общ.} \text{tp}}}{I_{\text{нр.} \text{tp}}} = \frac{\frac{v_o}{v_o + m_o}}{\frac{v_o + m_o}{v_o + m_o}} = \frac{1 + m'_o}{1 + m'_o} \quad (4)$$

For example, at the Leningrad Machine Tool Plant imeni Il'ich labor productivity, calculated according to standardized net production, in 1982 was 4226 rubles, and in 1983, it was 4849 rubles; the wage fund of industrial and production personnel in those years was 3,218,600 rubles and 3,246,500 rubles, respectively. Thus, the correlation coefficient for the rise in wages and labor productivity is equal to:

$$K_c = \frac{\frac{3246,5}{3218,6}}{\frac{4849}{4226}} = \frac{1,00087}{1,1474} = 0,88!$$

The net income norm in 1982, calculated as the ratio between the profit included in commodity production (3,379,000 rubles), and wages was:

$$m'_o = \frac{3379,0}{3218,6} = 1,05.$$

Formula (3) can be used to calculate the net income norm during the period under review:

$$m' = \frac{1}{0,88} (1,05 : 1) = 1 - 1,13!$$

The following formula can be used to compute the absolute value of the net income for any planning period:

$$m_o = m' \cdot w \cdot I_{\text{общ.} \text{tp}} \quad (5)$$

Proceeding from absolute values for net income and wages, the expected value of gross income for the planning period can be determined.

Another problem can also be solved. By establishing the net income norm that is needed to provide the prescribed amount of savings, it is possible to calculate and plan under given conditions the extent to which the rate of growth in labor productivity must exceed the growth in wages, and thus it is possible to ensure intelligent regulation of the ratio between them. In order to provide this regulation, it is necessary to find an objective economic indicator, which would make it possible to calculate precisely the shift in the upper wage limit as influenced by rising labor productivity; that is, an indicator which would show the limit to which wages can rise with a given increase in labor productivity.

An economic indicator should sufficiently reflect the course of the economic process, and optimization of the conditions which determine this process. If

for some reason the optimal combination of these conditions is disrupted, the intensiveness of the economic process is reduced, and the resulting indicator describing the given process also declines. The search for indicators, and the development of methods and methodology for determining these indicators are some of the most important tasks in economic sciences under contemporary conditions. In our opinion, the availability of scientifically valid economic indicators will make it possible to utilize more fully the potential of automated control over economic processes.

To find the economic indicator that determines the limit of growth in wages with a given rise in labor productivity, we need an economic category with changes in value that would indicate a proper or improper correlation between the rate of growth of these factors. For example, the cost of a unit of production and the correlation between wages and productivity change in the same direction. At the same time, with a stable sales price a change in the production cost regulates changes in an enterprise's profits, and consequently, in the size of savings. This provides a reason for trying to use the cost of a unit of production as an indicator of this correlation.

With identical rates of growth in labor productivity and wages ( $K=1$ ), wages rise in terms of unit of time, but wages based on unit of production and the share of wages in the production costs remain the same. Therefore, the cost of one unit of production does not change. In all cases, when labor productivity increases more rapidly ( $K < 1$ ), there is a rise in wages per unit of time with a simultaneous decrease in wages based on unit of production. As a result, production costs decline. Conversely, the cost of a unit of production always rises as soon as the increase in wages exceeds the increase in productivity ( $K > 1$ ), since under these conditions there is an increase in wages based both on unit of time and on unit of production. Here and below the input of embodied labor in a unit of production is considered to be constant, that is,

$$\frac{C_0}{q_0} = \frac{C_6}{q_6} \quad (6)$$

where  $q$  is the volume of production physical terms.

Therefore, fluctuations in the cost of one unit of production accurately reflect changes in the correlation between the rates of growth in productivity and wages. The size of the production costs establishes the limit beyond which it is not economically expedient for wage increases to exceed increases in productivity; this leads to more expensive production and decreases in profitability.

The quantitative correlation between the rise in labor productivity, the rise in wages, and the related shift in production costs can be expressed by the following formula:

$$\begin{aligned} \Delta S &= \frac{S_0 - S_6}{S_6} = \frac{\frac{v_0 + C_0}{q_0} - \frac{v_6 + C_6}{q_6}}{S_6} = \\ &= \frac{v_0}{q_6 S_6} \left( \frac{\frac{v_0}{q_0} - \frac{v_6}{q_6}}{\frac{C_0}{q_0} - \frac{C_6}{q_6}} - 1 \right) = (K_c - 1) U_6. \end{aligned} \quad (7)$$

where  $S$  is the cost of a unit of production;  
 $U$  is the share of wages in production costs.

This expression shows the correlation between the absolute ( $\Delta S = S_0 - S_6$ ) and relative ( $\frac{\Delta S}{S_6}$ ) values of the change in cost of a unit of production and the correlation coefficient of wages and productivity, and it makes it possible to determine the direction (+ or -) of the change in production costs for a given value of the coefficient, and vice versa.

We will offer an example of the utilization of this formula. At an enterprise in Leningrad a special shop produces the "Elegiya" [Elegy] bedroom set. In March 1983 the share of wages in the cost of one unit of production was 12 percent. We will calculate by how many percent production costs declined in the period between March and December 1983, supposing that the correlation coefficient between wages and productivity during this period was 0.67:

$$\frac{\Delta S}{S_6} = (0.67 - 1) 0.12 = (-0.33) 0.12 = -0.0396.$$

As we see, the production cost of the "Elegiya" bedroom set dropped by approximately 4 percent. From the formula, it follows that the cost of a unit of production with the given correlation between wages and labor productivity decreases or increases only at the same rate at which wage costs for the production fall or rise. Thus, a shift in the value of the cost of a unit of production determines the limit for increases in wages over increases in productivity. Proceeding from the prescribed (planned) size of production costs and the share of wages in the production costs during the base period, one can calculate ahead of time the extent to which the rise in productivity must exceed the rise in wages. These calculations are of specific practical importance, both for an analysis of plan fulfillment and for establishing the optimal value of the correlation depending on goals for reducing production costs. To make these calculations we transform the formula:

$$K_c = 1 + \frac{\frac{\Delta S}{S_6}}{U_6} = 1 + \frac{\frac{\Delta S}{S_6}}{\frac{v_6}{q_6}} = 1 + \frac{\Delta S}{\frac{v_6}{q_6}}. \quad (8)$$

Suppose, for example, that at the Association imeni Kozitskiy during 11 months of 1982 the cost of one of the articles produced was 495 rubles, 74 kopecks; the plan called for a reduction during the corresponding months of 1983 to 491 rubles, 20 kopecks; and the share of wages in the cost of one unit of production during the base period was 13 rubles, 69 kopecks. Then the necessary correlation between wages and productivity, calculated according to the given formula, will be equal to:

$$K_c = 1 + \frac{491.20 - 495.74}{13.69} = 1 - \frac{4.54}{13.69} = 0.67!$$

The formulas derived above allow us to calculate, on the basis of quotas for the rate of growth in labor productivity and reducing production costs, the

limits to which wages can rise; that is, they make it possible to regulate this process intelligently. It must be pointed out that the profit indicator cannot be used as a specific economic indicator to show the limit for this rise. Therefore, as practice shows, the refusal to plan a production cost indicator and using in its place the profit indicator prevented planned control over the proper correlation between productivity and wages.

The formulas proposed for utilizing production costs as an indicator of the correlation between labor productivity and wages provide a more precise value for this correlation coefficient when there is less change in the share of embodied labor in the cost of a unit of production. A simpler indicator can be used--the index of wages per unit of production ( $I'_{\text{onl.} \text{tp}}$ ) ; it is free from this defect. It shows by what factor the rate of growth in labor productivity exceeds the rate of growth in wages (per worker):

$$I'_{\text{onl.} \text{tp}} = \frac{\frac{v_0}{q_0}}{\frac{v_6}{q_6}} = \frac{\frac{v_0}{q_0}}{\frac{v_6}{q_6}} = \frac{I_{\text{onl.} \text{tp}}}{I_{\text{mp.} \text{tp}}} = K_c. \quad (9)$$

An example of how this formula is utilized can be found in the activities of the same Association imeni Kozitskiy. There the wages for 1 "Raduga-715D" television for 11 months of 1982 were 10 rubles, 26 kopecks. From this we obtain:

$$K_c = I'_{\text{onl.} \text{tp}} = \frac{10.26}{11.63} = 0.88$$

There are several difficulties in using the proposed methods that are tied to differing accounting periods for wages and production costs. These difficulties, however, can be overcome. Therefore, in planning it is necessary to take into account the changes in the indicators presented, in order to resolve the task of planned control over the proper correlation between productivity and wages--a task facing all production links and cells. This is also a requirement of the goals of the economic experiment now being conducted.

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## LABOR

### RECOMMENDATIONS FOR INTRODUCING BRIGADE COST ACCOUNTING IN INDUSTRY

Moscow EKONOMICHESKAYA GAZETA in Russian No 1, Jan 84 p 19

[Text] With the aim of widespread introduction of brigade cost accounting in industry and using this as a basis to increase the effectiveness of the brigade form of organizing and providing incentives for labor, the USSR State Committee for Labor and Social Problems and the Secretariat of the All-Union Central Council of Trade Unions, in conjunction with the USSR State Planning Committee and the USSR Ministry of Finance, recently ratified Recommendations for Introducing Brigade Cost Accounting in Industry.

On the basis of these recommendations, ministries and departments, in conjunction with central (republic) trade union committees, should establish sectorial recommendations for introducing brigade cost accounting, taking into account specific characteristics of the given sector.

The complete text of the document is published here at the request of our readers.

#### 1. General Provisions

1.1. Brigade cost accounting is an organic, integral part of an enterprise's cost accounting system and is based on combining the operating and production independence of a brigade with centralized planning management, comparable measurement of wages and the obtained effect, establishing a direct correlation between wages and the final results of labor, increasing the mutual responsibility of brigades and the administration for fulfillment of production quotas, and unity among personal, collective, and public interests.

1.2. Brigade cost accounting is being introduced with the aim of providing more complete utilization of the potential of collective forms of organizing and providing incentives for labor, by achieving a high level of productivity, maximum economy of physical input, and developing a sense of thrift and careful treatment of public property.

1.3. The introduction of brigade cost accounting creates the economic and organizational preconditions for comprehensive resolution of production and social problems, developing an atmosphere of good organization and discipline, and creative initiative and socialist enterprise.

1.4. A brigade can be described as a cost accounting brigade, when in addition to plans for production volume, reducing labor-intensiveness (increasing labor productivity), and improving the quality of work, it also has plan quotas for a wage fund, norms for the consumption of one type or several types of raw materials, supplies, semimanufactures, fuel, power, and other physical resources, the utilization of which depends directly on the brigade's activities. Cost accounting brigades take responsibility for fulfilling plan quotas, observing norms for consumption of materials, and they provide incentives for meeting these quotas as well as for economy of resources. The mutual obligations of the administration and a cost accounting brigade are outlined in the form of a contract or they are reflected in the brigade's labor documents.

Depending on the specific characteristics of production and the organization of planning and accounting of physical input and fuel and power resources, principles of cost accounting can be applied either to all the activities of a cost accounting brigade or to separate elements of its activities.

1.5. The most effective form of brigade cost accounting is to combine it with contract principles of organizing and providing incentives for labor.

In accordance with a contract agreement, a contract collective is assigned the task of performing a certain finite volume of work of a given quality (producing finished goods or assemblies, a set of machinery, etc.) At the same time the collective is assigned implements and means of labor, it is provided with the necessary production resources, the conditions are created for successful performance of the work, and as a rule, long-range norms are set for determining funding for wages. The collective is guaranteed the corresponding wages for quality fulfillment of the volume of work called for in the contract within the prescribed period of time, regardless of the number of workers used to perform the work.

1.6. In the organization and effective utilization of brigade cost accounting it is essential to ensure the active participation of engineering and technical personnel in shops and functional sections and to establish their responsibilities and incentives, taking into account the results of the brigades' labor.

1.7. With the aim of improving labor organization and working conditions, the utilization of production equipment in cost accounting brigades, as well as planned elimination of low-productivity manual labor, it is recommended that there be regular certification and rationalization of work places, with the participation of the brigade's collective.

## 2. The System for Converting a Brigade to Cost Accounting

2.1. The introduction of cost accounting into the production activity of brigades at an enterprise requires preliminary development of a Provision for Brigade Cost Accounting\* at the enterprise, which will establish cost accounting indicators, a planning system, and the mutual responsibility of the administration and the cost accounting brigades. It is necessary to develop and confirm progressive norms and standards for labor, material, and power input per unit of production both in physical terms and value terms. Conditions should be created for the conservation of raw materials, supplies, semimanufactures, parts, products, instruments, and other resources assigned to the brigade. Accounting and practical calculations should be provided for the results of the brigades' activities and the resources they spend, based on existing accounting methods, as well as for their future improvement, including the expanded use of measurement instruments and other technical means.

2.2. The manager of an enterprise, shop chiefs, and the corresponding line personnel and functional services are responsible for organizing the conversion of brigades to the cost accounting system, for providing engineering and technical support, and for their efficient operation.

2.3. The conversion to the cost accounting system is implemented with the consent of a brigade's collective, and it is authorized by means of an order (instruction) from the enterprise's manager (or the shop chief or head of some other administrative unit), with the agreement of the trade union committee.

## 3. Planning and Accounting for the Activity of Cost Accounting Brigades

3.1. Planning the production activities of cost accounting brigades is an integral part of the over-all system of intra-plant planning. Each cost accounting brigade is assigned production plans (quotas), that are worked out on the basis of progressive norms for utilization of production capacities and equipment, and manpower and material resources for each month, quarter, and year.

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\*In working out this type of provision, one must also be guided by the Model Provision on production brigades, brigade leaders, brigade councils, and brigade leaders' councils, which was confirmed by Decree No 389/11-119 of the USSR State Committee for Labor and Social Problems and the Secretariat of the All-Union Central Council of Trade Unions on 31 December 1980; by recommendations for the development of the brigade form of organizing and providing incentives for labor among workers at machine building and metalworking enterprises, confirmed by Decree No 86/5-102 of the USSR State Committee for Labor and Social Problems and the Secretariat of the All-Union Central Council of Trade Unions on 20 March 1981; by sectorial provisions and other normative documents on the development of and improving the efficiency of the brigade form of organizing and providing incentives for labor.

3.2. Plans are established for cost accounting brigades for:

- the volume of production and the products list;
- labor productivity (reducing the labor-intensiveness of products and operations);
- the brigade's wage fund;
- limits on the number of personnel;
- product quality (in those sectors of production for which indicators of quality, the output of suitable goods, and so on, are established).

The brigade is assigned norms for the consumption of raw materials, supplies, semimanufactures, replacement articles, fuel, thermal and electrical power, instruments, technological accessories, and other material resources, expressed in both physical terms and value terms. Norms are established only for those types of material and power resources whose consumption depends directly on the given brigade, is backed up by reliable accounting, and has a substantial effect on expenditures in the given sector of production.

Depending on the production conditions and organization of accounting, a brigade may also be assigned quotas for total expenditures on production per unit of finished product, including the workers' wages (wages based on piecework and time rates); the cost of raw materials, supplies, instruments, and other material resources or internal accounting prices per unit of production. The calculation of expenditures tied to a brigade's production activities may include their share in shop and plant-wide expenditures. As the system of norms and the organization of accounting improve, the range of cost accounting indicators may change.

3.3. Planning indicators for brigades are calculated on the basis of established norms, the plan for production output that has been outlined for the shop, and quotas for increases in labor productivity, taking into account the equipment that has been assigned to the brigade and measures that have been outlined for improving the utilization of equipment. Confirmed intersectorial and sectorial normative materials, in addition to local (plant, factory, etc.) norms for those operations and types of expenditures not included in intersectorial or sectorial standards, are used in these calculations.

The number of workers and the wage fund for a cost accounting brigade are determined in accordance with norms for labor input (time norms or norms for the number of workers), on the basis of planned organizational and technical measures for increasing labor productivity, taking into account norms for wage expenditures per unit of production.

3.4. Changes in plan indicators and norms assigned to brigades are allowed only in exceptional cases: norms for production output can be changed only when there is a change in the shop's plan; norms for expenditures on wages and material and power resources can be changed only when major technical and organizational measures not outlined in the plan (or contract) are being implemented. Brigades should be informed of all changes promptly, within no more than two weeks.

3.5. Accounting and analysis of the operation of cost accounting brigades are an integral part of the over-all system of practical calculations and accounting and are carried out within the system that is in effect at the enterprise by planning and economic services, the accounting department, and other departments and services of the shop (or enterprise).

The results of the cost accounting activity of brigades are reported to the brigades on a monthly basis by the foreman and are discussed by the brigade's collective (or council).

#### 4. Organization of Wages

4.1. Wages for workers in cost accounting brigades should provide collective and personal incentives for achieving high final results and they should reflect the actual contribution made by each member of the brigade to the over-all results.

4.2. The distribution of collective wages among members of a cost accounting brigade is based on the labor participation coefficient. The system for determining and applying the labor participation coefficient is established in accordance with the provision in effect at the given enterprise, which has been worked out on the basis of sectorial provisions for production brigades, brigade leaders, brigade councils, and councils of brigade leaders.

4.3. Cost accounting brigades are given incentives for fulfilling the established production plan in terms of production volume, products lists, product quality, quotas for increasing labor productivity, for economy of material resources (adherence to input norms), reducing labor-intensiveness, and other indicators.

Bonuses for basic indicators of production activity are provided from the wage fund within the maximum limits established for the sector (or enterprise), and also from the economic incentive fund according to provisions in effect at the given enterprise.

Cost accounting brigades are awarded bonuses for conservation of raw materials, supplies, fuel, power, and other types of material resources on a list established in accordance with Decree No 386 issued by the USSR Council of Ministers on 10 May 1982. When bonuses are paid for conserving other material resources, the total sum of the bonuses cannot exceed 50 percent of the economic effect obtained.

The amount of funds allocated and the system for awarding bonuses to brigade collectives are approved by the enterprise's manager, in conjunction with the trade union committee.

4.5. Bonuses for engineering and technical personnel who are directly responsible for the results of a brigade's activities are awarded in accordance with clearly defined responsibilities in terms of management and providing a brigade with an account of how it is fulfilling its production plan and cost accounting indicators.

4.6. When a brigade collective receives a bonus for conserving specific types of material and power resources, up to 20 percent of the funds earmarked for this purpose can be awarded to engineering and technical personnel who have participated in developing and implementing measures that were responsible for conserving the resources in question. The specific amounts of the workers' bonuses are determined by the administration and the trade union committee on the basis of reports from the brigade's collective (or council).

4.7. Engineering and technical personnel who supervise the work of cost accounting brigades (shop and section foremen and chiefs), as well as those who perform technical, organizational, and economic functions for the brigades (process engineers, designers, planners, norm-setters, dispatchers, and economists) are paid as follows:

--one-time lump awards for carrying out organizational and technical measures that lower the labor-intensiveness of production, reduce the number of workers employed in the brigade, decrease the number of work places, and raise productivity over what is called for in the plan; the funding for these awards comes from part of the savings in the wage fund obtained by implementing the measures;

--one-time bonuses for introducing brigade cost accounting, in accordance with the provision for bonuses for creating and introducing new methods; as well as for measures taken to implement scientific organization of labor.

## 5. Cost Accounting Relations

5.1. Cost accounting relations between a brigade collective and the administration of an enterprise (or shop) are regulated by the provision for introducing brigade cost accounting at the enterprise, and by the contractual agreement that has been signed or the brigade's labor documents.

A brigade has the right to register complaints against the administration if the administration's failure to fulfill contractual obligations leads to the brigade's failure to meet production indicators, to defective production, and expenditures of labor, materials, fuel, power, and so on, that exceed the established norms.

5.2. Each case of the administration's failure to fulfill contractual obligations as reported by the brigade collective (or council) and by the brigade leaders' council, should be reviewed by the shop (or enterprise) manager together with the trade union committee so that appropriate measures can be taken to improve operations and to prevent future violations.

Chiefs and other engineering and technical personnel in shops and sections who are guilty of not fulfilling their obligations are called to account within the established disciplinary system.

## Appendix No 1

A sample contract between an enterprise (or shop) and a cost accounting brigade

1. The brigade, consisting of    people, is obliged to:

--perform the following volume of work in 19   (in physical terms, rubles, etc.);  
--to provide a    percent increase in labor productivity (or reduce labor-intensive of the goods produced by    percent);  
--to provide regular production of goods (or performance of operations) in accordance with established schedules.

2. The brigade is assigned the following technological equipment and accessories   .

3. Norms are set for the input of the following types of material and power resources   .

4. An estimated (or normative wage fund of    is established.

When a brigade successfully fulfills or exceeds plan indicators, monthly bonuses are awarded in accordance with the provision established at the enterprise for payment of bonuses to workers.

5. With the aim of ensuring successful fulfillment of the goals facing a brigade collective, the shop administration is obliged to:

--implement the following organizational and technical measures:  
--the responsible party--section, service, or individual worker--should inform the brigade of monthly production plans no later than the   -th day of the preceding month;  
--the responsible party should promptly provide necessary instruments, materials, and replacement supplies;  
--the responsible party should perform preventive maintenance inspections and repair of equipment in accordance with established norms;  
--the responsible party should provide an accounting and analysis of the brigade's fulfillment of all its plan indicators.

6. Each case of failure to fulfill obligations is reviewed by the shop management and the brigade council. Those guilty of not fulfilling their obligations are called to account within the established disciplinary system.

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Signed by the brigade leader and the enterprise manager (or shop chief)

Appendix 2

A sample personal account for a cost accounting brigade

| Приложение № 2<br>ПРИМЕРНЫЙ ЛИЦЕВОЙ СЧЕТ ХОЗРАСЧЕТНОЙ БРИГАДЫ  |                |                             |  |
|--|----------------|-----------------------------|--|
| (1) (Название бригады) на 19__ год   |                |                             |  |
| (2)  | Показатели (3) | (4) Классификация измерения | (5) По месяцам, кварталам и в целом за год |
| 2  | 2              | 2                           | 2  |
| (7) Объем продукции (6)  |                |                             |  |
| по плану (8)   |                | руб. и час                  |  |
| фактически (8)   |                | (10)                        |  |
| % выполнения плана (9)   |                |                             |  |
| 2. Номенклатура выпуска продукции (11)   |                |                             |  |
| Выполнение плана по номенклатуре (12)  |                |                             |  |
| 3. Выработка продукции на одного рабочего (13)   |                | руб. и час                  |  |
| по плану (8)   |                | (10)                        |  |
| фактически (8)   |                |                             |  |
| % выполнения (9)   |                |                             |  |
| 4. Численность бригады (14)  |                | человек (15)                |  |
| по лимиту  |                |                             |  |
| фактически (8)   |                |                             |  |
| в % (17)   |                |                             |  |
| 5. Показатель качества продукции (сдача продукции с первого предъявления, удельный вес продукции высшей категории качества и т. д.) (18) |                |                             |  |
| по плану (7)   |                |                             |  |
| фактически (8)   |                |                             |  |
| 6. Снижение изношенной трудоемкости (19)   |                | и час (20)                  |  |
| по плану (8)   |                |                             |  |
| фактически (8)   |                |                             |  |
| 7. Фонд заработной платы (21)  |                | руб. (22)                   |  |
| по плану (8)   |                |                             |  |
| фактически (8)   |                |                             |  |
| экономия (-), перерасход (+) (23)  |                |                             |  |
| 8. Расход сырья, материалов и других материальных ресурсов (всего, в том числе по видам) (24)  |                | руб. (22)                   |  |
| по норме (25)  |                |                             |  |
| фактически (8)   |                |                             |  |
| экономия (-), перерасход (+) (23)  |                |                             |  |
| 9. Фактическая экономия от внедрения рационализаторских предложений (26)   |                | руб. (22)                   |  |
| 10. Общая экономия (-), перерасход (+) по бригаде (сумма экономии или перерасхода по строкам 7, 8, 9) (27)                               |                | руб. (22)                   |  |

Key:

1. Shop \_\_\_, brigade leader \_\_\_, for the year 19\_\_
2. Number of indicator
3. Indicator
4. Unit of measurement
5. By month, quarter, and for the year as a whole
6. Volume of production
7. Planned
8. Actual
9. Percentage of plan fulfilled

- 10. Rubles, norm-hours
- 11. Assigned products list
- 12. Fulfillment of plan in terms of products list
- 13. Production output per worker
- 14. Size of brigade
- 15. People
- 16. According to the set limit
- 17. In percentage
- 18. Product quality indicator (delivery of goods since the first request, proportion of top quality goods, etc.)
- 19. Reduction in standardized labor-intensiveness
- 20. norm-hours
- 21. Wage fund
- 22. Rubles
- 23. Economy (-); overconsumption (+)
- 24. Input of raw materials, supplies, and other material resources (total, including by type)
- 25. Normative value
- 26. Actual savings from introduction of rationalizers' proposals
- 27. Total savings (-) or overexpenditure (+) for the brigade (the totals from lines 7, 8, and 9).

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## EDUCATION

### EDUCATION MINISTERS REPORT ON ACHIEVEMENTS, 1984 TASKS

Moscow VESTNIK VYSSHEY SHKOLY in Russian No 4, Apr 84 pp 3-21

[Article under the rubric "Decisions of the December Plenum of the CPSU Central Committee -- Make Them Reality!": "The Year's Main Tasks"]

[Text] On 26 January 1984 an expanded meeting of USSR Ministry of Higher and Secondary Specialized Education collegium and the presidium of the Central Committee of the trade union of employees of general and higher education and scientific institutions was held. The meeting examined the challenges for higher and secondary specialized education stemming from the decisions of the CPSU Central Committee Plenum and the 9th session of the USSR Supreme Soviet, 10th convocation. A discussion of the CPSU Central Committee draft "Basic Directions of the Reform of General and Vocational Education" took place as well. Taking part in the meeting were important employees of the CPSU Central Committee apparatus, the party's Moscow City Committee, the USSR Council of Ministers, the USSR People's Control Committee, the AUCCTU and the Moscow City Council of Trade Unions, the Komsomol Central Committee, Union republic ministries of higher and secondary specialized education, chiefs of main administrations and administrations of VUZes and tekhnikums of sectorial ministries and departments, rectors of the leading VUZes, and directors of a number of secondary specialized educational institutions.

First on the agenda was V.P. Yelyutin, USSR Minister of Higher and Secondary Specialized Education, who gave the primary report.

The decisions of the December 1983 Plenum of the CPSU Central Committee and the 9th session of the USSR Supreme Soviet, 10th convocation, he said, arm the Soviet people with an elaborate program of work to carry out the socioeconomic policy of the Communist Party. These decisions sum up an important period in the country's life when the CPSU Central Committee began to implement efficient measures to improve socialist management, increase organization, and strengthen state, labor, and plan discipline. These measures made it possible to correct the state of affairs in a number of sectors, increase the initiative and responsibility of personnel, and achieve positive progress in the national economy. The Plenum indicated the need to preserve the tempo achieved and the general positive attitude toward the work and more actively develop positive processes. The State Plan for Economic and Social Development and the USSR 1984 State Budget adopted by the USSR Supreme Soviet session reinforced the Plenum's directives.

In realizing the decisions of the Plenum and the session, in the fourth year of the 11th Five-Year Plan it is essential to make progress in all directions of the development of higher and secondary specialized education and insure the maximal utilization of the impressive pedagogical and scientific potential of educational institutions. We have the conditions for it. They have been created thanks to the generally successful fulfillment of decisions of the 26th CPSU Congress which established plan assignments in the field of specialist training, implementing a set of measures aimed at increasing the quality of teaching, strengthening educational institutions' ties with production, developing scientific research, and intensifying monitoring of the implementation of party and government directives.

The minister emphasized that all this work was accelerated anew after the November 1982 and June 1983 Plenums of the CPSU Central Committee. He talked about progress in implementing the Plenums' decisions and characterized the basic indicators for training personnel. In 1981-1983 VUZes and tekhnikums sent more than 6.3 million young specialists to the national economy and admitted 7.6 million students and pupils for instruction. Today in the country there are 890 higher and 4,435 secondary specialized educational institutions at which 9.8 million people study.

The indicators for training personnel which have been achieved are insuring increasingly fuller satisfaction of public production's needs for specialists and their increased saturation in national economic sectors. This has made it possible to significantly increase our economy's personnel potential. Higher education now has more than 13 million workers and secondary specialized education about 20 million. The trend to even out the supply of personnel to various economic rayons of the country has become stable and the number of specialities in extremely short supply in the national economy has been reduced.

The past year has been marked by intensified plan discipline and the increased precision and efficiency of planning. The flexible policy of staffing educational institutions has been increasingly consistently put into practice. By reassigning the student contingent, personnel training has been expanded in regions of intensive development of production forces in Siberia, the North, and the Far East as well as in such specialties of importance to the national economy as "Computers," "Automation and Remote Control," "Robot Systems," and numerous others. Graduation of specialists in promising fields of science and engineering is increasing at a rapid rate and challenges to supply the agro-industrial complex and the energy, machine building, mining and metallurgy industry, transport, and construction sectors with personnel more fully are being met. Measures have been adopted to rationalize the structure and distribution of educational institutions. Review and confirmation of methods directives for determining needs for personnel, sectorial standards of the national economy's saturation with specialists, and standard inventories of positions applicable to USSR ministries and departments are drawing to a close.

Nonetheless there are still many shortcomings. In 1983 assignments for graduating specialists were not fulfilled by VUZes in Turkmenia, Kazakhstan, and Moldavia and the USSR ministries of Maritime Fleet and Health. The ministries of VUZes in the Armenian, Kirghiz, Lithuanian, Uzbek, and Kazakh Union republics

as well as the Russian Federation did not take the appropriate measures to set up normative and methodological documentation in the planning field. A number of VUZes still have specialties with low admissions. The efficiency of assigning graduates and their going to and staying in the assigned places is inadequate. Therefore, planned supervision of specialist training needs to be fundamentally improved, while higher education administration organs must devote serious attention to strengthening plan discipline further.

The 1984 USSR State Plan for Economic and Social Development envisions training and sending 839,000 specialists with higher specialized education and 1,246,000 with secondary specialized education to the national economy and admitting 1,061,000 students and 1,485,000 pupils for instruction. The plan assignment is intensive. In this connection V.P. Yelyutin named the following upcoming tasks, whose fulfillment will insure unconditional fulfillment of the plan.

First. Operational delivery of plan assignments to subordinate educational institutions and organizing their implementation right in the local area. Insuring the practicality, workability, and at the same time intensity of plan indicators and setting up reliable monitoring for their fulfillment is important. Results of the fulfillment of the 1983 plan must be analyzed and VUZes must be focused on further strengthening plan discipline, having made final results the main thing in evaluating the implementation of plan assignments by educational institutions.

Second. Significant improvement in assigning young specialists and keeping them in the places assigned. Here we mean both supplementary measures in this field envisioned by the recent decree of the USSR Council of Ministers and the AUCCTU on strengthening labor discipline and solving current questions related to switching to assigning graduating VUZ students two years before graduation, to intensifying monitoring of the fulfillment of established procedures and conditions for assigning them, and to studying the utilization of specialists. Recently the ministries of VUZes of Uzbekistan, the Ukraine, Kazakhstan, and several other republics have begun to study this problem more energetically. But in some places it is believed that these questions are almost beyond the jurisdiction of higher education, while in most sectorial ministries and departments management of assigning and utilizing specialists is separate from management of the educational institutions. It should be emphasized once again that the VUZ administration apparatus has no more important task than the concern for careful and assiduous utilization of personnel potential created by higher education. Trade unions can be of great help to us in this matter.

Third. Broad preparatory work for the new admission to VUZes and full-fledged utilization of the remaining time for effective and extensive vocational orientation and recruitment of the best young people for higher education. For example, the organization of non-competitive admissions (where there are still many shortcomings) needs more attention, as well as filling the student contingent in extension, and especially evening, departments. And, of course, measures to eliminate any violations and abuse in conducting admissions must continue to be implemented.

Fourth. Elimination of the lag in fulfilling the USSR Council of Ministers' decree "On Improving the Planning of Specialist Training and Improving the Utilization of Graduates of Higher and Secondary Specialized Educational Institutions in the National Economy," especially in the work to create a normative and methods base which determines the substantiation of our plan calculations.

Fifth. Qualitative development of the draft plan for next year and increased accuracy in plan calculations. Orientation to final results and better coordination of plan indicators with the labor resource balance in territorial and sectorial cross-sections must be insured and priority satisfaction of the personnel needs of leading sectors of the national economy and regions of intensive development of production forces must be envisioned.

Sixth. Strengthening of the uniformity of processes for training and utilizing specialists. This means a program of measures which, figuratively speaking, determine the aim of higher and secondary specialized education, beginning with special-purpose admission and ending with assignment of graduates on the basis of direct links between educational institutions and the national economy.

Recently some experience has been accumulated here. Union republic ministries of VUZes and sectorial ministries and departments are jointly developing and implementing measures designed to provide specialists to specific production spheres. Various forms of contract links of educational institutions with enterprises and organizations which specify cooperation in training are becoming widespread.

But there is still a great deal of incomplete work in this matter also. For example, even in those ministries and departments which are simultaneously suppliers and users of young specialists, "undirected" assignment of graduates to work is permitted, and on a mass scale, not to mention the lack of proper concern for their advance adaptation to conditions of future vocational activity. Such cases are frequent, in particular within the system of Union ministries of Education, Health and Culture.

Meanwhile, one of the main reserves for increasing the national economic effectiveness of education should be seen in insuring the uniformity of training, utilizing, and raising the skills of personnel. The main line of work to improve the whole system of planned management of higher and secondary specialized education on the basis of the target program method is related to realizing precisely this principle. That is the reason that, when beginning the fourth year of the 11th Five-Year Plan, there must once again be an appeal to find ways to implement promising initiatives in the planning field. Ultimately, V.P. Yelyutin emphasized, the task is to bind more closely and fuse into a unified mechanism state policy in the education sphere and planned management practices for training specialists with personnel, economic, and scientific-technical policies aimed at intensifying public production.

The course adopted by the country after the November 1982 Plenum of the CPSU Central Committee to activate all processes of management, social, and economic development, continued the minister, has posed to higher education the very

fundamental challenge of increasing the quality of training and ideological-political indoctrination of specialists.

On the one hand party and government decisions, as is well-known, deemed it already necessary in coming years to insure the production of the basic types of output on the level of the highest world models, and on the other, the June 1983 Plenum of the CPSU Central Committee demanded increased attention toward shaping the new man and a greater role of people's education in this work. In these conditions, higher education must not simply steadily improve instruction and indoctrination of future specialists -- VUZes are called on to bring the education-indoctrination process up to the most advanced scientific-technical and socio-political limits in the shortest period of time possible. To a certain extent such recent practical steps as reviewing standard instruction-methods documentation, introducing new instruction plans and programs, introducing a comprehensive approach to supervising the quality of specialist training, and accelerating the level of technical equipment for the instruction process comply with this goal. These measures are having a positive effect; they must henceforth be purposefully implemented.

However, the need has arisen for a certain reinterpretation of the whole system of methods management of the training, retraining, and indoctrination of personnel, taking into account the increasing demands of the day. The important thing here is to more accurately focus instruction-methods and instruction-indoctrination work on the final result, that is, on increasing the productivity of mental labor, and above all the labor of common groups of specialists in the material production sphere -- engineers, technicians, economists, and agrarian specialists.

The key question here, without a doubt, is dynamic modernization of the content of education and efficient assimilation of the achievements of science, engineering, and culture into production. Nonetheless, it is no secret that the achieved rate of reviewing instruction plans and programs and publishing instructional literature is still lagging behind the rate of scientific-technical progress. It has become necessary to search for reserves to increase the former rate. It is in fact time for us to convert to continuous updating of the content of the education-indoctrination process which, in its turn, necessitates fundamentally improving methods work locally -- in the management organs of higher education and especially in VUZes themselves. In other words, methods support of teaching must be raised to a qualitatively new level, making it into an instrument for implementing a uniform scientific-technical policy.

Furthermore. Creating education-indoctrination prerequisites for increasing the productivity of mental labor necessitates fundamentally improving teaching and studying questions related to intensifying the professional activities of specialists. For many students this means, in the first place, indepth mastering of computers in the whole range of their applications. And it must be taken into account that a new challenge is appearing on the agenda in addition to extensive automation of production and management -- the formation of active information resources which to a great extent will determine the growth rate and efficiency of the utilization of scientific-technical potential. Nonetheless, not enough is being done yet to thoroughly incorporate computers into the

VUZ instruction system. Practical questions which must be taken up without delay in this field are pointed out in detail in the ministry's instruction letter, "On Basic Directions for Improving Specialist Training in the Field of Using Computer Equipment." Implementing this document is among the year's main tasks.

An important reserve for increasing the labor productivity of VUZ graduates is fundamental improvement of their practical training. To this end, new forms of practical instruction are being introduced, supported by the specialization departments; education-scientific-production associations and complexes are being set up; and composite programs of practices are being utilized widely. A new form of labor organization for practical trainees -- comprehensive brigades -- has shown itself to advantage.

But nonetheless, the quality of our graduates' practical training is not high everywhere, while among production and education people, appeals to increase the volume of practical production training are heard more and more often. But after all, 20-30 percent of instruction time is already allocated for various types of practical training today!

Obviously, ways to increase the effectiveness of practical and specialized instruction must be sought in internal reorganization of the education indoctrination process, aimed at more active utilization of knowledge by students. In other words, the "school of memory" and descriptive instruction must be converted to the school of life, the school of thinking, and the school of action. Active forms of study should be mentioned among the leading forms of study: practical games, simulating production situations, introducing scientific research elements into the instruction process, and of course, converging laboratory practice and course and diploma projects with the actual conditions and requirements of public production. Special attention should be given to improving the activities of state examining commissions: they are capable of and should provide a deeper expert appraisal of the quality of personnel training, and on this basis provide VUZes and teknikums with expanded recommendations for measures to improve this training.

Yet another important direction of increasing the quality of specialist training is improving students' economic education and indoctrination and creating conditions for mastering an orderly system of management-organizational knowledge, skills, and habits. The challenge is to shape a new type of economic thinking in personnel, focusing them on initiative and socialist enterprise and on the creative search for ways to lead production to the best national economic final results with the least expenditures. This work necessitates new approaches both to training economic specialization personnel and to economic education of all categories of specialists. The USSR Ministry of Higher and Secondary Specialized Education is now conducting a search for these approaches.

In the fourth year of the 11th Five-Year Plan we face solving a broad complex of questions of improving the education-indoctrination process in its most varied aspects. In light of decisions of the December 1983 Plenum of the CPSU Central Committee, VUZ management organs must develop and implement additional

measures in the field of teaching practical problems of environmental protection and move ahead in the work to create an integral system of ecological education and conservation indoctrination of students.

We are also faced with accelerating the fulfillment of the CPSU Central Committee and USSR Council of Ministers decree on improving the study of the Russian language in Union republics as well as the USSR Council of Ministers decree on questions of training specialists without leaving production. In particular, it is already necessary this year to put into use new standard instruction plans for evening and correspondence forms of study, while simultaneously strengthening methodological guidance of independent study by persons who are attending school without leaving production.

The USSR Council of Ministers decree on continued technical equipment of VUZes must be more vigorously fulfilled so that the modernization of instructional laboratory equipment and the introduction of technical training equipment are conducted systematically, on the basis of a comprehensive approach and in close harmony with the main directions to increase the quality of specialist training.

Unremitting attention should be devoted to publishing instructional literature and improving the activity of educational institution libraries and informational and bibliographic work, as well as further strengthening discipline in organizing the instruction process, utilizing pupils' time efficiently, and accustoming them to habits of scientific organization of mental labor.

A priority role should be assigned to concern for the quality of specialist training for the leading sectors of the national economy and for fuller consideration, in the content and organization of the education-indoctrination process, of those requirements which stem from the country's Food and Energy Programs and from programs for the scientific-technical modernization of the machine building industry and for expanded production of consumer goods.

The minister noted that in terms of its importance, increasing the efficiency of Marxist-Leninist education and indoctrination of students stands out among determining prerequisites for increasing the contribution of higher education to our society's progress. After the June 1983 Plenum of the CPSU Central Committee appreciable results were achieved in this area. The teaching of social sciences disciplines has been made more timely, and universal study of new party documents has been universally organized. Conducting social-political measures related to the 80th anniversary of the 2nd Russian Social Democratic Workers' Party Congress, the 165th anniversary of the birth and the 100th anniversary of the death of Karl Marx, and to other important events and memorable dates in the life of the party and people played an important indoctrination role.

However, the proper conclusions from the Plenum's decisions have not been drawn everywhere. Among other things the tendency to overload the indoctrination process with increasingly newer measures, with no concern for their impact on young people's consciousness and behavior, has not been overcome. And this occurs despite the fact that it has already been 10-15 years that VUZes have

had comprehensive indoctrination work plans in operation; practical social-political training and Leninist quizzes have been conducted; there have been young lecturer schools and public professions departments; and a course on the foundations of Soviet law and a number of electives on ethics, aesthetics, scientific atheism, and indoctrination work in labor collectives have been offered. It is finally time to insure efficient utilization of this extensive indoctrination arsenal.

K.U. Chernenko's report at the June 1983 Plenum of the CPSU Central Committee emphasized preparing young people socially to be active builders of communism and supporters of CPSU theory and policies. In connection with this, the report discussed intensifying the ideological impact of the social sciences, converging ideological and mass-political work with life, taking into account social psychology and new phenomena in young people's consciousness and behavior in this work, and aggressiveness in propaganda and counter-propaganda. At the same time the plenum cautioned against an approach to indoctrination when, in a stream of political blather and hackneyed truth and a lot of artificial work, the creative essence of our revolutionary ideology and a sense of the present are lost. In the most general terms, these are the basic starting points upon which the 1984 indoctrination program should be built.

Speaking more specifically, we will identify the following upcoming questions.

In the first place, there is the organization of indepth study of materials from the June and December 1983 and February 1984 Plenums of the CPSU Central Committee. Interpreting and assimilating the ideological policy of the CPSU Central Committee which is being put into practice in the contemporary phase should be foremost. Not only future specialists but also teachers themselves and all employees in VUZes, tekhnikums, and the management apparatus must be indoctrinated in this spirit.

Secondly, work to carry out the CPSU Central Committee decree "On Further Improving the System for Increasing the Skills of Social Science Teachers at Higher Education Institutions" (1982) should be accelerated. Special significance should be attached to those aspects of this document which are related to bringing social science teaching closer to life and social practices. Above all, students at institutes for the improvement of qualifications must be familiarized with the organizational-political work of party, Soviet, and economic organs and the quality of the group of university students in social science schools and departments must be improved by recruiting young people who have life and labor experience, creating a system to steadily increase social scientists' qualifications, and strengthening the role of the subdepartments and topic commissions of social scientists as the leading centers of communist indoctrination which focus the efforts of the whole teaching collective.

Thirdly, the directives of the June plenum on ideological support of management work and in our conditions, on ideological and mass-political support of educational and scientific work must be treated with full responsibility. The essential thing is to focus all indoctrination measures on creating an atmosphere of persistent and purposeful pedagogical, research, and instruction labor at VUZes. Trade union organizations are to play an important role in this.

Fourthly, in our time all indoctrination work should be organized taking into account the sharply aggravated international situation, the increased threat of war, and the intensified ideological struggle of two systems. The point here is the fact that in the ideological sphere we are dealing with attempts to organize real information and propaganda intervention against us.

The CPSU Central Committee has posed the challenge to all ideological institutions and mass media, party, state, and management organs, and institutions of education and culture to accelerate the aggressive struggle against imperialism's ideological sabotage. In this connection the minister characterized basic directions for improving foreign policy propaganda and counter-propaganda in higher and secondary specialized education. In particular he pointed out the need to more effectively expose imperialism's ideological sabotage; to systematically inform VUZ collectives of CPSU domestic and foreign policies and the state of affairs in the world; to intensify the fight against all kinds of rumors, study public opinion and purposefully shape it, and increase political vigilance; to organize systematic explanatory work in educational institution collectives and among the population, recruiting the ideological aktiv and managers of educational institutions for this and discussing pressing and difficult questions frankly with the audience; to utilize all forms of international links more vigorously for propaganda and counter-propaganda purposes; to offer elective courses related to counter-propaganda activities in all educational institutions, including schools for increasing qualifications; to organize special seminars and schools on this subject for teachers and other employees of VUZes and teknikums; to develop scientific research on urgent problems of increasing the efficiency of propaganda and counter-propaganda in its social, psychological, pedagogical, and methods aspects; and to utilize the resources of the teaching of social sciences, political study and the whole indoctrination process more fully for these purposes.

The whole higher education ideological aktiv is called on to take part in meeting these exceptionally important challenges. In the interests of organizing this work, it would be advisable to set up special commissions in republic ministries of VUZes and educational institutions which would organize their work on the basis of cooperation with party organs. Implementation of steps to intensify propaganda and counter-propaganda must be developed immediately, insuring that they are conducted on a high ideological-theoretical and organizational level. And, of course, the whole 1984 indoctrination program must be carried out with close interaction among party, trade union, and Komsomol organizations and must rely on developing the social-political activism of the students themselves.

The speaker further recalled that the December plenum with new force posed the challenges of accelerating scientific-technical progress; speaking of these challenges Comrade N.A. Tikhonov, CPSU Central Committee Politburo member and USSR Council of Ministers representative, noted especially the increasing role of higher education scientists in meeting these challenges. Every VUZ, indicated N.A. Tikhonov, must receive a specific specialized direction of research, in the course of which its scientific collective is obliged to make an increasing contribution toward strengthening science's links with production. Special attention should be focused on putting scientific-technical achievements into practice.

The program we outlined for developing research in higher education conforms to this goal fully. Now the main thing is fulfilling what has been outlined in a short time and undertaking a broad struggle to accelerate scientific-technical progress. As Yu.V. Andropov indicated, in this matter "a great deal will depend on how we mobilize to accelerate the scientific-technical progress of the collectives of enterprises and scientific-research and design organizations and technical-engineering and scientific personnel." That is why the focus in scientific-organization work must be decisively transferred directly to the local areas -- to VUZ scientific collectives. Union republic ministries of VUZes together with trade union committees should think through additional steps to mobilize the creative energy of VUZ scientists and explain new challenges to them.

It was noted at the plenum that the organization of the whole complex of scientific-technical work still has not been straightened out. This applies fully to higher education as well. That is the reason strengthening discipline in conducting research and eliminating serious shortcomings in this important matter must be paramount concerns. We must also create an effective mechanism of organizing scientific work, oriented to intensification of the search and rapid and extensive introduction of scientific-technical achievements into production.

Further development of higher education along the path indicated by the December plenum is reliably guaranteed by its large and creative collective of scientists and teachers.

This past year was characterized by further improvement in the qualitative composition of teachers. Of 418,000 VUZ teachers more than 19,000 are doctors and approximately 187,000 are candidates of sciences. While the number of teachers rose by 1.2 percent, the number of doctors of sciences went up 2.9 percent and candidates of sciences -- 2.3 percent; this attests to rapid growth in the proportion of certified scientific-pedagogical workers. Challenges of keeping personnel in VUZes in Siberia, the North, and the Far East are gradually being met: the number of professors there has increased by 60 and the number of docents by 740. Certain positive advances may also be noted in selecting rectors, department deans, and heads of subdepartments and in graduate student activities.

A step forward has also been made in creating an all-encompassing system to increase the qualifications of VUZ employees: permanently operating courses have been opened for training heads of preparatory divisions, chiefs of technical training equipment departments and a number of categories of auxiliary instruction personnel. It seems that what has been achieved is the direct result of measures adopted to improve work with personnel after the 26th CPSU Congress. This obligates us to continue implementing similar measures this year as well.

However, the times also dictate certain correctives in work with personnel. It is extremely important to link training and raising the qualifications of teachers more closely with key directions for developing education-indoctrination

and research work; this must be done broadly, with a uniform scientific-technical policy, since some promising directions for developing science and engineering which determine the level of personnel training and of scientific research for the leading sectors of the national economy are still undersupplied with highly qualified teachers and scientists. Such needs must be identified and ways found to meet them. Primarily work locally will decide the success of the work.

A fundamental challenge of the current period is strengthening discipline and organization in VUZes, improving the moral-psychological climate in them, making higher demands of personnel, and creating an atmosphere of concentration, self-criticism, and responsibility in all of higher education. To do this, management apparatus leaders and central and republic trade union committees must examine the life of specific educational institutions and their everyday concerns more deeply. Regular reports by rectors to teachers and students must be made the rule and, together with the trade union, we must insure unconditional fulfillment of the Law on Labor Collectives and decrees of the CPSU Central Committee, the USSR Council of Ministers, and the AUCCTU on strengthening socialist labor discipline.

Questions of increasing the quality and productivity of pedagogical and scientific activities require doubled and tripled attention. Rationalizing daily routine, eliminating instances of bureaucratism, operating the education indoctrination and research processes more efficiently, reducing the number of all kinds of conferences and meetings, setting up monitoring of proper utilization of work time, and skillfully encouraging the best workers are expected to serve this end. A new normative document on planning teachers' labor, prepared with due regard for proposals by VUZ administrative organs and approved by the ministry staff, should help here.

The growing rate of scientific-technical progress, the minister emphasized, obliges us to look for additional levers to accelerate the realization of innovations in education-methods, education-indoctrination, and scientific-research work. Introducing the new necessitates an innovative approach which must never be reduced merely to administration actions. After all, it is not enough to obligate or even train a teacher; he must be convinced and inspired to change the content and methods of his activities.

Practice shows that every innovation in the educational sphere, even one which promises a rapid effect but is not supported by mass-political and organization work, is met with skepticism and, as a result, its implementation takes too long. This is what happened, for example, with every new generation of education plans; the same thing is occurring in many VUZes with teachers' incorporating computer equipment and with development of methods complexes for specializations and disciplines. And that is what will happen with everything new in the future if it is introduced on unprepared soil.

That is the reason that in implementing innovations and new normative and methods documents, VUZ administration organs must utilize all methods of influencing scientific-pedagogical collectives, combining their efforts with trade

union organizations. We have examples of this approach. As an example, the Kazakhstan Ministry of VUZes is implementing an expanded program to introduce a comprehensive approach to supervising the quality of specialist training which covers not only administrative instructions but also scientific research, experimental tests and shaping public opinion. Organizational and scientific accompaniment for innovations has been set up rather well in the Ukrainian Ministry of VUZes where, among other things, much has been done to introduce work games extensively and to implement composite programs of production practice and methods complexes. Every new step in improving the education-indoctrination process here relies on increasing the qualifications of those workers who will implement it.

One must fight for the new, and fight skillfully, following our remarkable party models. In realizing the decisions of the December 1983 Plenum of the CPSU Central Committee, VUZes and their management organs are obliged to work hard to insure that in every education institution, as the General Secretary of the CPSU Central Committee Comrade K.U. Cherneko indicates, "an atmosphere of creative search, mutual respect and high demands, and intolerance to any violation of legality or morals prevails."

In the past year, in accordance with the directives of the November Plenum of the CPSU Central Committee on higher and secondary specialized education, additional measures have been implemented to utilize means and resources more efficiently, intensify the struggle against mismanagement, and intensify monitoring of the observance of financial and staff discipline. Combining these measures with further expansion of the production of technical training equipment and lab and scientific equipment has made it possible to move forward in strengthening the VUZ educational material base. The stock of computers has increased significantly and a large number of new instruments, linguistic and television instruction systems, and comprehensive instruction laboratories have been received. Annual assignments for economizing on electricity have been fulfilled and consumption of natural gas and raw materials has been reduced by 3 percent and of basic construction materials by 4.5 percent. The amount of uninstalled equipment has been reduced. The plan for putting student dormitories into operation has been slightly overfulfilled.

Nonetheless many unsolved problems still remain. Centralized capital investment has only been 89 percent incorporated in the system of the USSR Ministry of Higher and Secondary Specialized Education and the plan for putting instruction-laboratory buildings into operation has not been fulfilled. About 10 percent of the existing equipment, worth approximately 400 million rubles, is not being used in instruction and scientific work. Serious violations of financial and economic discipline caused by the incompetency, negligence, and even connivance of the administrators of certain educational institutions have been uncovered. Economy measures are not strictly followed everywhere.

Ways to eliminate these and other shortcomings were outlined at the conference of Union republic ministers of higher and secondary specialized education and administration chiefs of ministry and departmental VUZes and teknikums in October 1982. The decisions adopted there must be fulfilled more vigorously. VUZ administrative organs must investigate every educational institution's

instruction-materials base, sum up financial-economic activities, refine plan assignments, and devote special attention to correcting shortcomings in capital construction.

"When defining current challenges," Yu.V. Andropov pointed out, "never lose sight of the strategic problems of the national economy." In the educational sphere (as in other fields of public production also), the central one of these problems is improving the system and practices of administration. The VUZ and teknikum administrative apparatus which has developed does not fully meet the demands of time and this system's links with sectors of the national economy are not efficient enough. Under conditions of accelerated scientific-technical progress, vulnerable links in methodological guidance of the educational process and in the management of scientific activities have been revealed. All these questions must be dealt with within the confines of a comprehensive program for improving management of the national economy.

It is all the more important to improve the style and methods of work of the administrative apparatus, find the optimal solutions, introduce progressive know-how, and strengthen performance discipline. On the example of the Kazakh SSR Ministry of VUZes, ways to improve administrative practices in higher education in the contemporary phase and practical measures to strengthen the apparatus' organization work were recently reviewed. The USSR Ministry of Higher and Secondary Specialized Education collegium sent recommendations in this field to the whole administrative contingent of higher education.

Developing the continuous education system is a most important future problem. Many problems will be resolved during the process of educational reform, but we are talking now about a very critical problem -- improving the system to increase qualifications and train specialists which, on the one hand, must be made an efficient method of implementing the party's personnel, economic, and scientific-technical policies, and on the other, must be more closely linked with its own main base -- higher and secondary specialized education.

The whole complex of future problems will find reflection in the plan prepared by the USSR Ministry of Higher and Secondary Specialized Education for the basic directions to develop higher and secondary specialized education in the USSR for the period until the year 2000. Relying on this document, we must think through the qualitative aspects of the development of education and formulate a strategy to achieve the goals outlined. This will make it possible to begin meeting the most current and long-term challenges in all links of higher and secondary specialized education on a sounder basis.

So, the speaker said in conclusion, we must place strengthening discipline, increasing personnel responsibility and developing their creative activism, constantly implementing party and government decrees, intensifying monitoring, and insuring the reliable uniformity of decision and performance at the center of attention. Meeting these demands will help higher and secondary specialized education fulfill the decisions of the December 1983 Plenum of the CPSU Central Committee and the plan assignments for the fourth year of the 11th Five-Year Plan and increase its contribution toward improving the society of developed socialism.

A discussion developed on the basic report.

In his speech I.F. Obraztsov, RSFSR Minister of Higher and Secondary Specialized Education, noted that higher and secondary specialized education in the Russian Federation has performed with appreciable success in the main areas of its activity in the fourth year of the five-year plan. Among the crucial directions of VUZ and teknikum work to implement the decisions of the December 1983 Plenum of the CPSU Central Committee, providing specialists for areas of intensive development of production forces in Siberia and the Far East stands out in importance. We face implementing additional measures to expand personnel training in VUZes and teknikums in these areas on the basis of redistributing the student contingent. Significant reserves which may be used to more fully satisfy the needs for specialists of the territorial-production complexes which are developing there are concealed in improving work to place and use graduates of educational institutions. We must meet this challenge in conjunction with economic organs, which by no means always devote the proper attention to it. In Siberia and the Far East it is especially important to train personnel from the indigenous population: it is easier to keep them in the place they have been assigned to and they do not experience the difficulties of an adaptation period. Of course, this requires special care in forming the student and pupil contingent.

I.F. Obraztsov emphasized that the main challenge of the coming period remains increasing the quality of instruction, primarily in new, promising areas of science and engineering. The RSFSR Ministry of VUZes is putting an expanded program into effect to meet this challenge.

The policy to strengthen state, labor, and performance discipline worked out by the November 1982 Plenum and subsequent plenums of the CPSU Central Committee, G.G. Yefimenko, the Ukrainian SSR Minister of Higher and Secondary Specialized Education emphasized, is most directly relevant to the work of the VUZ and teknikum administrative apparatus to realize normative documents at educational institutions. To this end, effective measures are being implemented: instruction-methods complexes of disciplines and specializations are being universally introduced; an effective system of planning and monitoring students' independent work has been developed; and start-to-finish practical training for specialists is being organized. Nonetheless, there are still many unsolved problems and unused possibilities. The reform of general and vocational education obligates us to ponder the wide spectrum of questions of improving the whole system of higher education. Among the pressing tasks are creating conditions for more indepth study of the specialization disciplines at VUZes; purposeful training of graduates applicable to the actual place of work; extensive introduction of work games in the education process; and intensive involvement of students in research activity. To resolve these and other problems we must take fuller account of the progressive know-how of individual teachers, the best subdepartments, and leading schools and disseminate it more vigorously.

K.M. Lakin, chief of the USSR Ministry of Health's Main Administration of Educational Institutions, covered urgent problems of raising the level of training of medical personnel, stemming from measures being presently realized in the

health-care development field. For the contemporary period, he said, further strengthening of the preventive care trend in the work of organs of public health and treatment-convalescent institutions, and consequently of medical education institution organs as well, is characteristic. Above all demands are rising related to the volume and systematic nature of medical employees' knowledge and to deepening their specialization; they must master contemporary methods of diagnosing and preventing illnesses, new medical equipment, and organizational skills in the health care field. These demands are reflected in new instruction plans and programs of VUZes and schools and necessitate strengthening their instruction-materials base.

An influential factor of the steady growth of VUZes' contribution toward accelerating scientific-technical and socio-economic progress, as Yu. G. Nikiforov, secretary of the central committee of the trade union of employees of education, higher education, and scientific institutions, noted, is the extensive development of socialist competition in educational institution collectives. The decisions of the December Plenum of the CPSU Central Committee necessitate raising the efficiency of competition in revealing and mobilizing reserves and opportunities to utilize the pedagogical and scientific potential of higher education more fully and focusing it on strengthening labor discipline and on developing the initiative and responsibility of personnel everywhere. On the whole the practices for organizing competition which have developed are meeting these challenges. Nonetheless, in many VUZes an unjustified increase in quantitative collective work indicators is noted: in certain cases the number of indicators taken into account in summarizing competition results reaches 50 or even 100. This introduces elements of formalism into the living work of socialist competition and often overshadows the content of collective work. In summarizing competition results it is absolutely intolerable to take grades into account. This, as is well-known, frequently has a negative effect on the objectivity of evaluating students' knowledge. That is the reason that in organizing socialist competition, the arrangement of this work locally must be examined in more depth, striving to create a genuinely creative atmosphere in educational institutions.

Further, Yu.G. Nikiforov characterized the condition and upcoming challenges of labor protection in higher education and of improving medical services for students, organizing recreation for teachers, and increasing the sophistication of daily life in VUZ dormitories.

K.N. Naribayev, Kazakh SSR Minister of Higher and Secondary Specialized Education, focused attention on the need to strengthen the experimental base of VUZ science. In his speech he noted that accelerating technical re-equipping of research activity will not only accelerate the rate of performance and introduction of scientific work, but will also help improve the education-indoctrination process and will create conditions for training specialists who are capable of being on the forward edge of scientific-technical progress. It is precisely from this standpoint that the development of the instruction-materials base of Kazakh University is being conducted. But not enough is being done yet. Consequently, additional opportunities for overcoming bottlenecks should be persistently sought. Equally important is raising the level of planned management of higher education and intensifying planned coordination

of specialist training. The need to summarize the best know-how in organizing student self-government is now apparent; this can help focus students' efforts and attention on mastering their specialization thoroughly and help increase students' responsibility for the quality and final results of academic labor.

L.N. Presnukhin, rector of the Moscow Institute of Electronic Equipment, noted that continued development of all phases of people's education is unthinkable without extensive utilization of computer equipment in the education-indoctrination process. Introducing microprocessors, which every future participant in public production should master to one extent or another, is becoming paramount. In this connection L.N. Presnukhin talked about the experience of setting up model computer classes which all schools in the city of Zelenograd are to have; he also emphasized the need to improve work on raising the qualifications of pedagogical employees of VUZes, teknikums, and general and vocational-technical schools in the field of using contemporary computers.

Yu.P. Kozlov, rector of Irkutsk University, made a number of critical remarks on the system which has developed for placing young specialists. The unwieldiness of this system and the lack of proper concern for creating the appropriate work and living conditions for VUZ graduates, in his opinion, are the basic cause of difficulties in keeping personnel at the assigned place and of inadequate efficiency in utilizing higher education's intellectual potential. At Irkutsk University much is being done to place young specialists more efficiently: links with schools, scientific institutions, economic organs, enterprises, and organizations are being strengthened and elements of the target approach to training personnel are being utilized. Nonetheless, some of the problems require nationwide measures. Yu.P. Kozlov identified the measures which to him are priority ones.

Problems of improving the placement, use, and keeping of young specialists are crucial in the Ministry of Railroads system as well. Reviewing the sectorial list of positions subject to filling by graduates of higher and secondary specialized education institutions should help solve these problems. Conducting an experiment which envisions presenting diplomas to young specialists right in the places to which they have been assigned was yet another practical step in this direction, which G.A. Minin, chief of the Ministry of Railroads' Main Administration of Educational Institutions, discussed.

In his speech S.P. Pulatov, Uzbek SSR Minister of Higher and Secondary Specialized Education, talked about the large amount of work by VUZes and teknikums in the republic in the field of training specialists for foreign countries. Teachers at Uzbek educational institution see their task as not only transmitting knowledge and experience to persons sent from foreign countries, but also to indoctrinate them with the patriots of our Motherland, acquaint them with the Soviet way of life, and familiarize them with the ideals of humanism and internationalism. The indoctrination measures conducted with foreign students and the whole environment of their studies, daily life, and recreation are aimed at precisely this goal.

G K. Zabulis, Lithuanian SSR Minister of Higher and Secondary Specialized Education, emphasized that decisions and documents of the December Plenum of the

CPSU Central Committee have evoked an animated response among teachers, students, pupils, and all employees of Lithuanian educational institutions. This defines the great enthusiasm with which the republic's VUZes and teknikums are organizing the fulfillment of plan assignments for the fourth year of the five-year plan. In order to realize them, a number of bottlenecks in developing higher and secondary specialized education related to the delay in building projects for educational institutions, to difficulties in filling the teaching staff and organizing the education process on the basis of new instruction plans and programs, and to the need to determine the number of student detachments on a more well-founded basis must be eliminated. G.K. Zabulis dwelled on ways to solve all these questions, devoting particular attention to organizing personnel training in consolidated specializations.

K.G. Aliyev, Azerbaijan SSR Minister of Higher and Secondary Specialized Education, discussed the practice which has developed of non-competitive admission of indigenous inhabitants of the republic's outlying rayons into VUZes. He noted the important role of preparatory departments in this matter, reported on the basic indicators of education-indoctrination work in Azerbaijan higher education, and dwelled on questions of recruiting leading scientists to give lectures in VUZes.

The main points in the speech by D.I. Chkhikvishvili, Georgian SSR Minister of Higher and Secondary Specialized Education, were scientific work in VUZes and increasing teacher qualifications. Yu.V. Vsevolozhskiy, the USSR Minister of Agriculture, devoted his speech to upcoming challenges for agricultural VUZes and teknikums in the work to fulfill the USSR Food Program.

V.P. Yelyutin's summary of the discussion was reflected in a decree of the expanded meeting on the first point of the agenda. This decree indicates that administrative organs of higher and secondary specialized education and trade union committees, and collectives of educational institutions and their trade union organizations must make the decisions of the December 1983 Plenum of the CPSU Central Committee and the 9th session of the USSR Supreme Soviet, 10th convocation, the basis of all their work in 1984. The challenge was posed to organize the interpretation, study, and propaganda of materials of the plenum and the session everywhere and to enlist professors, teachers, and scientific associates in this work.

The decree obligates Union republics ministries of VUZes, main administrations of educational institutions (administrations of educational institutions) of sectorial ministries and departments, and trade union committees at all levels to develop extensive organizational and ideological work to mobilize higher and secondary specialized education collectives to steadfastly fulfill annual plan assignments. To this end, it was proposed that they thoroughly analyze the results of the activity of each educational institution and each trade union organization in 1983 and outline practical challenges for the current period and ways to meet them, aimed at strengthening discipline and organization, eliminating existing shortcomings and difficulties, and focusing the main efforts and attention on increasing the final results of VUZ and teknikum work. In every educational institution socialist competition to achieve the highest indicators in labor, to utilize pedagogical and scientific potential

to the maximum, and to economize in expenditures of capital and resources must be developed.

The expanded meeting of the USSR Ministry of Higher and Secondary Specialized Education and the presidium of the trade union central committee focused the attention of administration organs, VUZes and teknikums, and trade union committees and organizations on further strengthening plan discipline and called for striving to fulfill unconditionally assignments in the field of training and placing young specialists, intensifying control over their arrival at their assigned places, and developing and implementing additional measures to use graduates of educational institutions in the national economy more efficiently.

The decree is directed toward improving instruction-methods guidance for VUZes and teknikums and implementing a comprehensive approach to supervising the quality of specialist training; it proposes adopting measures to further increase the ideological-theoretical and scientific-technical level of the education indoctrination process on the basis of new instruction plans and programs and qualifications of the specialists. Improving teaching on pressing questions which determine the quality and productivity of the labor of graduates of VUZes and teknikums and are aimed at increasing their role in accelerating scientific-technical progress in the national economy and intensifying public production has been recognized as essential.

In the decree a special place was allotted to increasing the efficiency of Marxist-Leninist education and indoctrination of students and pupils and developing efficient, aggressive propaganda in educational institution collectives. Here it pointed to the need to facilitate the development of socio-political activism in young people and VUZ and teknikum employees and strengthen the role of primary trade union organizations in this work. The challenge was posed to take fuller account of the aggravated international situation in indoctrination work, insure timely interpretation of urgent political problems under study, and expose imperialism's ideological sabotage. It was proposed to conduct indoctrination measures everywhere related to preparing for the 40th anniversary of the Victory of the Soviet People in the Great Patriotic War, improve the military-patriotic indoctrination of pupils and instill in them a high level of readiness to defend the achievements of socialism, and activate the development of physical culture, sports, and amateur artistic measures at educational institutions and the legal and moral indoctrination of those being taught.

The decree defined upcoming challenges in the fields of utilizing VUZ scientific potential more efficiently, improving the selection, placement, training, and increasing the qualifications of management and scientific-pedagogical personnel, strengthening the material base of educational institutions, and improving housing and domestic conditions, medical services, and public catering for student youth and associates.

It was proposed to Union republic ministers of higher and secondary specialized education and chiefs of ministry and departmental main administrations of educational institutions (administrations of educational institutions) that, guided by the decisions of the December 1983 Plenum of the CPSU Central Committee, they organize precise fulfillment of the 1984 plan centrally and in

the local areas, establish strict order, utilize production and scientific-technical potential more fully, examine progress in realizing decisions of the CPSU Central Committee and the USSR Council of Ministers on the work of higher and secondary specialized education, and adopt additional measures to steadfastly fulfill these decrees.

It was recognized as essential to promote implementation of measures adopted according to results of the expanded meeting of the USSR Ministry of VUZes collegium on 29 March 1983 (this was discussed in VESTNIK VYSKHEY SHKOLY, No 6, 1983), after meeting the challenges which Comrade G.A. Aliyev, Politburo member of the CPSU Central Committee and First Deputy Representative of the USSR Council of Ministers, posed in his speech at this meeting.

Guided by the CPSU Central Committee decree "On Improving the Organization and Practices of Summarizing Socialist Competition and Giving Incentive to its Victors" and the decree of the 6th AUCCTU plenum, the committees of the trade union of workers in education, higher education, and scientific institutions are charged with developing and implementing additional measures aimed at improving the set-up of socialist competition in education institution collectives. For these purposes it was proposed to more extensively adopt counter-plans and additional obligations aimed at revealing and mobilizing internal reserves and utilizing pedagogical and scientific potential more fully; intensify publicity in setting up competition and insure strict objectivity in summarizing it; increase demands in evaluating the results of collective work; and utilize effective means of moral and material incentive for the winners in competition.

Taking part in the discussion of the second question on the agenda -- the CPSU Central Committee draft "Basic Directions to Reform General and Vocational Education" -- were V.P. Yelyutin, the ministers of higher and secondary specialized education of Belorussia -- N.M. Meshkov, of Latvia -- E.V. Linde, of Moldavia -- V.A. Kerdvarenko, and of Armenia -- L.P. Garibdzhanyan, the RSFSR deputy minister of higher and secondary specialized education A.I. Popov, the chief of the USSR Ministry of Education's administration of educational institutions V.K. Rozov, the rectors of Leningrad University -- V.B. Aleskovskiy, of Kiev University -- M.U. Belyy, of Kazan University -- A.I. Konovalov, of Tartu University -- A.V. Kop, of Dnepropetrovsk University -- V.I. Mossakovskiy, of the Moscow Engineering Physics Institute -- V.M. Kolobashkin, and of the Moscow Oblast Pedagogical Institute -- N.A. Serayev, and the director of Moscow Pedagogical School No 5 M.F. Leont'eva.

The speakers emphasized that the CPSU Central Committee draft is being accepted with great enthusiasm in higher and secondary specialized educational institutions: a vivid new manifestation of the concern of the Communist Party and the Soviet State for improving people's education and all the work to teach and indoctrinate young people is seen in it.

V.P. Yelyutin noted that the discussion of the reform draft should be based on the responsible role which has been entrusted to higher and secondary specialized education in implementing the reforms. The subject here is the fact

that higher and secondary specialized education serves as the intellectual and personnel base for developing general and vocational education with which VUZes and teknikums are bound by a firm, continuous link.

In light of this the minister briefly characterized the ideological-theoretical essence and basic directions of reform. The draft, he said, relies on classic Leninist principles of uniform labor polytechnical education, on the historic experience of socialist development in the people's education sphere, and on scientific analysis of ways to improve the instruction and indoctrination of the younger generation in the society of developed socialism. The draft specifically defines the directives of the June 1983 Plenum of the CPSU Central Committee and reflects proposals by party, Soviet, and state organs, Soviet teaching, and the leading scientific institutions. A nationwide discussion of the draft is expected to promote taking fuller account of the interests and demands of the Soviet people, increasing the scientific soundness of the outlined measures, shaping public opinion, and mobilizing the creative energy of all those involved in the reform to actively put it into operation.

The main goal of the draft is to raise education to a qualitatively new level which meets the needs and challenges of our society's accelerated socio-economic and scientific-technical progress. The reform is directed above all to education performing its social function more fully. Consequently it envisions such fundamental measures as converting to universal vocational education of young people, thoroughly modernizing the whole education-indoctrination process, significantly increasing the role of education as the center of social indoctrination of children and youngsters, and strengthening its link with the family and production. The reform includes nationwide measures, beginning with improving the training and increasing qualifications of teachers and ending with developing the instruction-materials base of general and vocational-technical schools as well. A component part of the reform is improving the administrative system of people's education in the interests of subsequently implementing a uniform state policy in this field. The reform dictates a thorough reorganization of all links of people's education, beginning with preschool indoctrination of children and ending with postgraduate instruction of managers and specialists.

Discussion of the draft in higher and secondary specialized education is subordinated to an important nationwide challenge -- putting all the pedagogical and intellectual potential accumulated by VUZes and teknikums and all its enormous know-how in teaching and indoctrination at the service of the reform.

Practically all participants in the discussion posed questions of increasing the quality of training and the ideological-political level of teachers. While implementing the reform, V.P. Yelyutin pointed out, we face bringing all of pedagogical education (pedagogical institutes and schools, universities, and pedagogical-engineering educational institutions) to leading positions both by the level of specialist training and by the high quality of those being taught.

In this connection a number of speeches advanced practical proposals to adjust the structure of pedagogical education and refine its scope and the distribution of educational institutions, reexamine instruction plans and programs,

strengthen links of VUZes and pedagogical schools with schools and vocational-technical schools, accelerate the rate of developing the material base of pedagogical educational institutions, and improve filling their student body.

Under conditions of the reform, A.I. Popov, M.U. Belyy, and N.M. Meshkov said, the role of universities must be fundamentally increased, converting them into leading scientific-methods centers of, in fact, the entire system of people's education; and retraining of teaching personnel, providing them with a precise understanding of the new challenges of teaching and indoctrinating the rising generation, must be developed. V.B. Aleskovskiy presented a proposal to organize an institute under Leningrad State University to raise the qualifications of teachers in general and vocational education.

A prominent place in many speeches was assigned to problems of updating the content, organization, and equipment of the education-indoctrination process in secondary educational institutions and to practical measures in this field. L.P. Garibdzhanyan pointed out the need to reflect the party's program directive on shaping the new man in more detail in the draft text. Many people dealt with pressing questions of improving the ideological-political and moral indoctrination of children and youngsters and accustoming pupils in schools and vocational-technical schools to collectivist qualities. In order to increase their responsibility for the results of their academic labor, conducting end-of-year examinations was proposed. Recommendations on ways to eradicate formalism in education institution work were presented as well.

It was emphasized that as a result of the reform, a qualitatively higher scientific-technical level of academic progress in education should be achieved. A.I. Konovalov talked about ways to deepen the knowledge of students at secondary educational institutions in the field of the natural and exact sciences. V.M. Kolobashkin believes that VUZes are expected to help school and vocational-technical teachers master elements of VUZ instruction methods -- how to give lectures and conduct laboratory work and seminars; and to help in developing elective courses in the upper grades; these courses are capable of becoming one of the main forms of preparing young people to continue their education. In connection with this, consolidating and disseminating the know-how to set up specialized schools and different associations of young students -- study circles for fields of knowledge, lecture cycles, and the like -- in VUZes was proposed.

Questions of the continued polytechnization of instruction and conversion to a system of general vocational education aroused interested debate. The speeches noted that as a result of the reform, we must strive to see that labor indoctrination and vocational training of young people is developed on the basis of more consistent consideration of the dynamically changing system of social division of labor, on the basis of sound personnel and scientific-technical policies. Converting to general vocational education will make it possible to secure the base for specialized training of students and pupils; this should be reflected in instruction plans and programs and in the organization of the education-indoctrination process in VUZes and teknikums -- the participants in the discussion presented practical proposals on all these questions. They gave support to the viewpoint that not only enterprises of industry and

agriculture, but also higher and secondary specialized educational institutions can and should engage in earnest in the labor indoctrination and vocational instruction of some of the students in vocational-technical schools.

The most diverse opinions were expressed regarding changes in the admission system in VUZes stemming from the reform. Many people spoke out for preserving the main points of the present admission rules while increasing secondary educational institutions' responsibility for the objectivity of the evaluations given in educational documents. Arguments were even advanced in favor of partially or fully abolishing consideration of the average score on the certificate in selecting future students. Advocates of this opinion believe that in filling VUZes entrance examinations should henceforth play a decisive role while past progress should be minimally taken into account -- primarily in admitting medalists and excellent students or in determining the preparedness of those entering specialized disciplines. N.A. Serayev presented practical proposals for improving filling pedagogical specializations in close relation with rationalizing the placement and utilization of teachers.

The formation, envisioned by the draft reform, of a uniform state system of vocational orientation for young people will be an important step forward in the development of the whole people's education system. A.V. Koop emphasized that this system should help those entering into independent life to correctly understand their vocation and make the appropriate choice: this is very important both for each person and for all our society. It must be insured that vocational orientation is implemented on a strictly scientific basis, using data from sociology, social psychology, psychology, and other sciences. Therefore, higher education is obligated not only to provide specialist training for the specific specialization, but also to significantly raise the level of sociological and psychological knowledge of all specialists. And of course, VUZes and teknikums, along with schools and people's education organs, are called on to become active centers of the vocational orientation system and to promote identification and accurate determination of the aptitudes of talented young people and furtherance of their education through it.

A great deal of attention was devoted to questions of intensifying the social indoctrination of children and youngsters. A number of speeches noted that VUZes and teknikums have significant unused opportunities at their disposal to correctly organize the leisure time of general and vocational-technical students; these opportunities must be implemented with the active participation of the Komsomol and the trade union.

As the speeches by E.V. Linde and M.F. Leont'yeva emphasized, implementing reform in secondary specialized education requires a special attitude: after all, practically all its points are being disseminated to teknikums and schools. It is therefore evident that we must prepare for accelerated incorporation of the innovations outlined into instructions for secondary specialized educational institutions, whose role and prestige must be raised henceforth. Participants in the discussion presented proposals to introduce changes in the system of filling secondary specialized educational institutions, to assign base enterprises, schools, and organizations to them, and to prepare uniform textbooks for all types of teknikums, schools, and general and vocational schools.

The reform, said V.P. Yelyutin, poses with new force the issue of the pedagogical mission of higher and secondary specialized education. The role of every specialist is meant to be an indoctrinator of the labor collective, which can and should grow as a result of increasing the authority and importance of education. The challenge is to work to form a pedagogically saturated and valuable indoctrination milieu on the scale of our whole society and in each collective.

In discussing another aspect of the reform, the development of scientific research on problems of people's education, the participants in the meeting expressed a unanimous opinion: an abrupt turn toward education, and not only toward general but also toward vocational and specialized education, should be made with respect to the topics of this research and in implementing its results. Not only representatives of pedagogical thought, but psychologists, sociologists, and scientists of other specializations must be extensively recruited to participate in this scientific work. Conducting experimental work must be put on a firm basis; efficient coordination of research must be organized; and it must be insured that scientists studying the educational sphere more effectively combine their efforts and creative achievements.

The speeches by V.P. Yelyutin and A.I. Popov focused attention on such an aspect of reform as further developing and improving the system of continuing education which accompanies a person throughout his whole life. In particular the need to insure further strengthening of the interconnection and continuity of schools, vocational-technical schools, secondary specialized, and higher educational institutions was emphasized.

The expanded meeting adopted a detailed decree aimed at organizing a deep and active discussion in educational institutions of the educational reform draft, promoting constructive proposals, timely summarization of them, and consideration of them in practical work.

Administrations and departments of the USSR Ministry of Higher and Secondary Specialized Education and those of the Union republics, main administrations of educational institutions and administrations of educational institutions of ministries and departments, trade union central committee departments, and trade union committees are charged with reviewing the reform draft at collegium meetings, production conferences, and labor collective meetings together with party, trade union, and Komsomol organizations, discussing the project in close relation to interpreting and implementing challenges stemming from the decisions of the December 1983 Plenum of the CPSU Central Committee.

It was proposed to adopt measures to insure that the discussion takes place in a creative environment and that presenting proposals is combined with mobilizing collectives to fulfill plan assignments of the fourth year of the five-year plan. Sending responsible employees of the administration apparatus and representatives of trade union organs to the locale was recognized as essential.

Particular attention must be devoted to discussing the reform project at meetings of pedagogical institute and university councils, pedagogical councils of pedagogical schools, and scientific councils of scientific institutions which

work on educational problems. Combining discussions of ways to develop education with examining practical questions of improving higher and secondary specialized education was recommended. In order to analyze and summarize incoming proposals and present them in a timely manner to party organs, a worker group which includes experienced, qualified teachers and scientific employees is to be formed.

Taking the incoming proposals and observations into account, it has been recognized as necessary to begin preparing measures aimed at putting the reforms into operation and to outline priority measures for 1984-1985 and plans for 1986-1990.

The expanded meeting expressed firm assurance that higher and secondary specialized education collectives will insure the steadfast fulfillment of decisions of the December 1983 Plenum of the CPSU Central Committee and plan assignments for the fourth year of the 11th Five-Year Plan; raise discipline, organization, initiative, and creative activism to a new level; increase their contribution to solving the historical challenges of improving the society of developed socialism and increasing the country's economic, scientific-technical, and defense potential; take an active part in the all-people's discussion of the CPSU Central Committee draft "Basic Directions of the Reform of General and Vocational Education"; and achieve timely and high-quality solutions to the challenges advanced by the reform.

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